

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 meet for a Regular District Governing Board Meeting, followed by a Work Session, open to the public, on **November 21, 2023 beginning at 10:00 a.m and 1 p.m. respectively.** The meetings will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona. Both meetings can also be joined remotely using [WebEx](#). A passcode is required under certain circumstances and it is Nov23DGB.

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 Paul Hempsey at the above address or telephone number at least 24 hours prior to the scheduled start time.

The Board may vote to hold an executive session for discussion or consideration of a personnel matter(s) pursuant to A.R.S. §38-431.03(A)(1). The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). The Board may vote to hold an executive session for the purpose of considering its position and instructing its attorney regarding the public body's position regarding contracts that are the subject of negotiations pursuant to A.R.S. §38-431.03 (A)(4). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.

I, Paul Hempsey, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 20th day of November, 2023, at 10:00 a.m.

Paul Hempsey
Recording Secretary to the Board

NOTICE DISTRIBUTION

1. WHITE MOUNTAIN INDEPENDENT NEWSPAPER
2. TRIBUNE-NEWS & SNOWFLAKE HERALD NEWSPAPERS
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

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

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 Nov23DGB).

Date: November 21, 2023

Time: 10:00 a.m.

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance	Chair Laughter
2.	Adoption of the Agenda (Action)	Chair Laughter
3.	Call for Public Comment <small>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.</small>	Chair Laughter
4.	Administrative Emeritus Award – Kathy McPherson Jessica Kitchens, Lead Campus Manager, will present Administrative Emeritus status to retiring Campus Manager Kathy McPherson.	Jessica Kitchens
5.	Discussion Items:	
	A. Standing Presentations:	
	1. Financial Position VPAS Ellison will provide a report on the financial position of the college for period July 1, 2023 to September 30, 2023	VPAS Ellison
	2. NPC Student Government Association (SGA) April Tucker, SGA Member, will supplement the report included in the packet with information on a potential student mentoring program.	April Tucker
	3. NPC Faculty Association Magda Gluszek, Faculty in 3-D Art, has provided a video presentation on activities from the Art Department.	Video Presentation
	4. Classified & Administrative Staff Organization (CASO) No Report.	No Report
	5. Northland Pioneer College (NPC) Friends and Family Betsy Wilson, Director of Friends and Family, will report on scholarship winners, scholarship applications, and upcoming events including scholarship workshops.	Director Wilson
	6. Human Resources AVPHR Schaefer will provide a report from the Human Resources office.	AVPHR Schaefer
	7. Construction Update Director Huish will provide an update on construction projects.	Director Huish
	8. Enterprise Resource Planning (ERP) Implementation Update .. CIO Jacob will provide an update on the implementation of a new ERP software at the college.	CIO Jacob
	9. Arizona Association of Community College Trustees (AACCT) .. Chair Laughter may provide an update on activities from AACCT.	Chair Laughter
	10. President’s Report President Hazelbaker will provide a report on activities from the President’s office since the October meeting.	President Hazelbaker
	B. Changes to Open Meeting Law and Feedback from Training Paul Hempsey will update the Board on changes to Open Meeting Law from this year’s legislative session and information garnered from a recent training session.	Paul Hempsey

- C. [Enrollment Report for Fall 2023](#)..... Director Orona
Director Orona will present the Fall 2023 Enrollment Report.
- D. [Strategic Enrollment Management Plan](#) Director Orona
Director Orona will present the draft Strategic Enrollment Management Plan and suggested first year activities.
- E. [Institutional Effectiveness Quarterly Report](#)..... Written Report
Director Yip-Reyes has provided a written report in the packet and will be available to answer any questions the Board may have.
- F. [Office of Development Quarterly Report](#)..... Director Wilson
Director Wilson will expand upon the quarterly report from the Development office provided in the packet.

- 6. **Consent Agenda for Action** Chair Laughter
 - A. [October 17, 2023 Regular Board Meeting Minutes](#) (Paul Hempsey)
 - B. [Program Modification](#) - Associate of Arts, Elementary Education. (AAEE) (Michael Broyles)
 - C. [Program Modification](#) - Education Professions Certificate of Proficiency. (Michael Broyles)
 - D. [New Program](#) - Bachelor of Applied Management Degree. (Michael Broyles)
 - E. [New Program](#) - Bachelor of Arts, Elementary Education Degree. (Michael Broyles)

7. **For Discussion and Possible Action:**

A. **Old Business**

None.

B. **New Business:**

- 1. [Request to Purchase a New Vehicle](#) Director White
Justin White, Director of Facilities and Transportation, will review the request to purchase a new truck for the maintenance department and ask for approval.
- 2. [Request to Purchase a Used Dump Truck](#)..... Director White
Director White will review the need for a Dump Truck and request Approval for the purchase.
- 3. [Board Member Travel for ACCT National Legislative Summit...](#) Paul Hempsey
Paul Hempsey, Recording Secretary to the Board, will present a request for Board Member Leslie to travel to the annual ACCT National Legislative Summit in Washington, D.C. in February 2024.
- 4. **Cancel December Meeting** President Hazelbaker
President Hazelbaker will request the Board cancel the meeting planned for December 19, 2023.
- 5. [Request to Award Contract for ERP Data Clean-Up and Technical Support](#)..... Colleen Marsh
Colleen Marsh, Project Manager, will review the Scope of Work for A contract with CampusWorks and request Board approval.

8. **DGB Agenda Items and Informational Needs for Future Meetings** Chair Laughter

9. **Board Report/Summary of Current and Upcoming Events**..... Board Members
College/Board Events:

Community Events:

White Mountain Symphony Orchestra Christmas Concert - Saturday, December 9, 2023 @ 3:00 p.m. at Snowflake High School Auditorium, 190 S 2nd W St., Snowflake. Adults: \$10.00 – Youth (5-18) \$5.00
Homemade Chili & Cornbread Fundraiser After Concert – \$5.00/bowl

High Country Barbershop Chorus Christmas in the Pines Benefit Concert - With Show Low High School & Blue Ridge High School Choirs on Tuesday, December 12, 2023 @ 6:00 p.m. at St. Joseph's Family Center @ Saint Mary of the Angels Catholic Church, 1915 S. Penrod Lane, Pinetop. Admission by Donation, with proceeds split equally with participating school choirs.

Please let Paul Hempsey know if you plan to attend any of the listed events.

- 10. **Announcement of Next Regular Meeting****January 16, 2024** Chair Laughter
- 11. **Adjournment**.....**(Action)** Chair Laughter

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 hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.



Northland Pioneer College

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

July 1, 2023 to September 30, 2023

Budget Period Expired

25%

Tax Supported Funds				
Current General Fund				
	Revised Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Primary Tax Levy	17,000,000	1,347,979	1,477,558	9%
State Aid:				
Maintenance and Operations	1,346,100	-	336,525	25%
Equalization	11,189,600	-	2,797,400	25%
Rural Aid	1,322,400	-	330,600	25%
Tuition and Fees	3,800,000	263,245	945,758	25%
Investment earnings	300,000	223,201	639,859	213%
Grants and Contracts	2,530,000	9,961	46,330	2%
Other Miscellaneous	387,000	17,952	60,963	16%
Fund Balance	12,342,727		-	0%
Transfers	(11,145,000)	(208,565)	(590,997)	5%
TOTAL REVENUES	\$ 39,072,827	\$ 1,653,773	\$ 6,043,996	15%
EXPENDITURES				
Salaries and Benefits	23,002,035	2,175,822	5,846,105	25%
Operating Expenditures	16,070,792	604,401	1,984,769	12%
TOTAL EXPENDITURES	\$ 39,072,827	\$ 2,780,223	\$ 7,830,874	20%
Unrestricted Plant				
	Revised Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
State Aid:				
Capital/STEM	262,500	-	65,625	25%
Fund Balance	2,075,000	13,097	186,997	9%
Transfers In	10,445,000	75,180	444,155	4%
TOTAL REVENUES	\$ 12,782,500	\$ 88,277	\$ 696,777	5%
EXPENDITURES				
Capital Expenditures - Constructions	5,000,000	13,097	186,997	4%
Capital Expenditures - Other	7,782,500	75,180	509,780	7%
TOTAL EXPENDITURES	\$ 12,782,500	\$ 88,277	\$ 696,777	5%

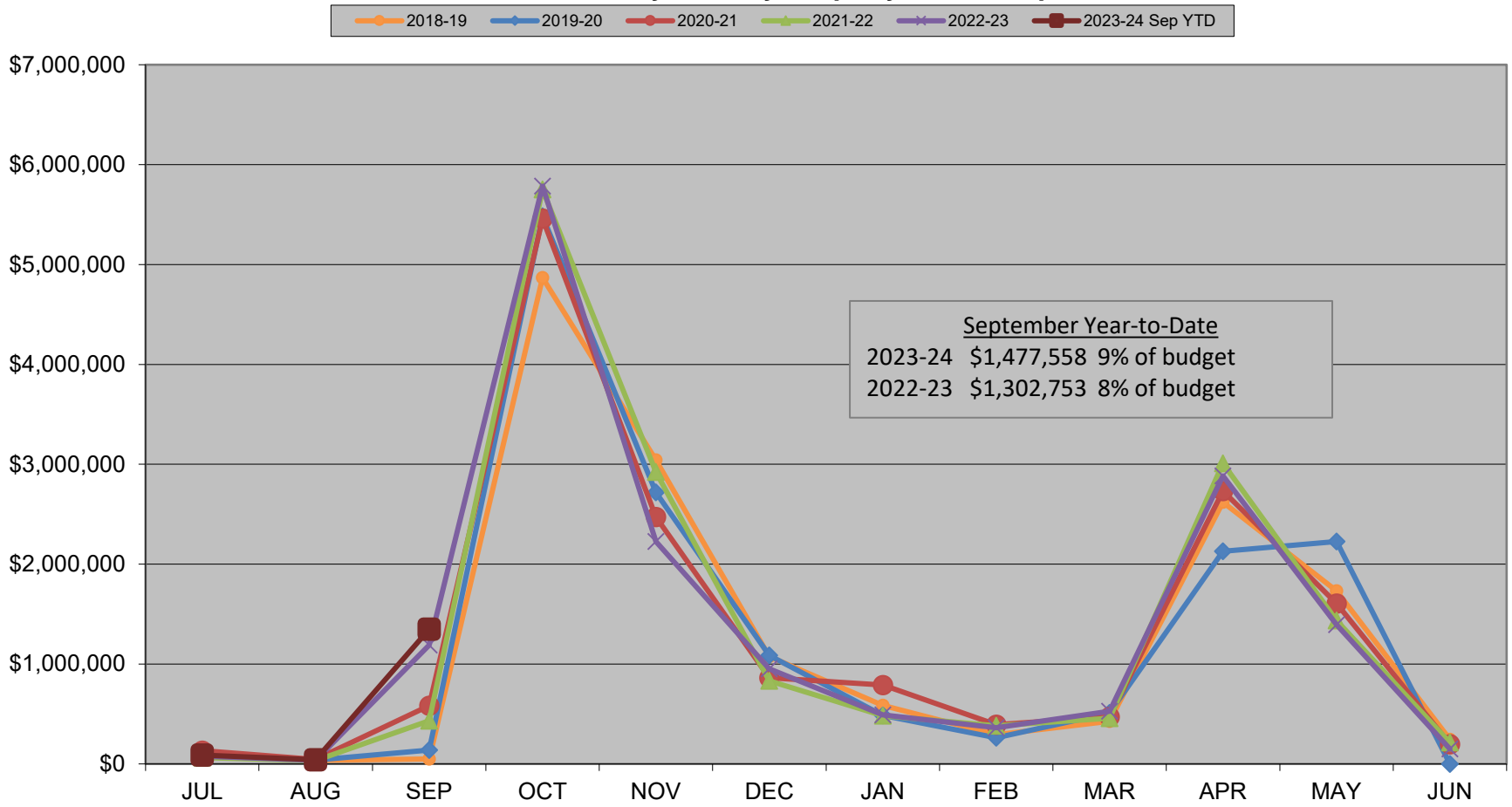
NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 Statement of Financial Position
 July 1, 2023 to September 30, 2023

Budget Period Expired 25%

Restricted and Auxiliary Funds				
Restricted				
	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Grants and Contracts	6,457,811	689,725	798,573	12%
Fund Balance				
Transfers In	500,000	125,000	125,000	25%
TOTAL REVENUES	\$ 6,957,811	\$ 814,725	\$ 923,573	13%
EXPENDITURES				
Salaries and Benefits	2,201,602	164,178	433,798	20%
Operating Expenditures	4,756,209	206,690	1,264,588	27%
TOTAL EXPENDITURES	\$ 6,957,811	\$ 370,868	\$ 1,698,386	24%
Auxiliary				
	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Sales and Services	400,000	2,556	37,293	9%
Fund Balance				
Transfers	200,000	8,385	21,842	11%
TOTAL REVENUES	\$ 600,000	\$ 10,941	\$ 59,135	10%
EXPENDITURES				
Salaries and Benefits	226,154	12,570	39,705	18%
Operating Expenditures	373,846	(1,629)	19,430	5%
TOTAL EXPENDITURES	\$ 600,000	\$ 10,941	\$ 59,135	10%

Cash Flows	
Cash flows from all activities (YTD)	\$7,723,481
Cash used for all activities (YTD)	\$10,285,172
Net Cash for all activities (YTD)	(\$2,561,691)

Monthly Primary Property Tax Receipts



Student Government Association (SGA)
District Governing Board Report
November 21, 2023

Student Government Association was integral in planning and staging Eagle Fest at PDC on October 27. Please see the summary of highlights below. This was a major fall event for SGA and has consumed a great deal of time the last few months. Now that it is completed, SGA membership is concentrating on rewriting the Constitution, drafting a plan for a mentoring program and planning end of the semester snacks at various locations. We have some very active officers that were elected on October 13 and they are dedicated to get things done!

“A huge thank you to all you generous people who made Eagle Fest at PDC such a wonderful success October 27. PDC staff said this was the best-attended Eagle Fest in Holbrook that they have had. That includes internal and external attendance!!! We think that is partially because of shifting it to a Friday, but was mostly because of all the great activities and displays that you all provided, such as:

- Peterson Yazzie represented Art with fun and colorful stencil activities for kids and adults.
- Student clubs had amazing representation. Student Government Association handed out literature for Soccer Club and SGA. Eagle Club had great activities preparing for Dia de los Muertos.
- CCP passed out t-shirts and let people know what they offer.
- The library had great fun with their Bookface Challenge. I hope you saw the pictures in the Innovation Connections newsletter. If not, here's the link: [Innovation Connections - October 2023 \(google.com\)](#) What a great activity! Who thought of that?
- Cosmetology faculty presented stunning Halloween Heads mannikins styled by the Cosmetology students at LCC. Some were ghastly; some were charming; all were inspiring. I hope everyone voted for their favorite. And, provided hair tinsel for all the guests.
- STEM van with Melissa and Jamie had their trebuchets to capture everyone's attention.
- Early College and OAI were well represented, answered questions, had great info to consider, and passed out Halloween candy.
- Welding students stepped up to help set up tables and canopies for the event (we so appreciate them!), presented some of their projects at a table, and opened up the Welding shop for tours.
- Tunes were provided by Easy Street Band from Winslow. They got the “vibe” just right.
- Baja Taco Truck from WonderMelon in Snowflake kept us fed with street tacos and birria ramen (a new dish for me!)

- The Science department pulled out all the stops with anatomical models, flames, fossils and so much more. Thank you, Rhoni, for ramrodding that. I think it got everyone's attention and interest.
- Construction provided some woodworking crafts that really set the Halloween mood with an "assemble yourself with hot glue" jack o' lantern and paint-on-the-face pumpkin templates. Thank you, Jorge, for your ingenuity and thoughtfulness for this "sold out" activity
- Surgical Technology was there with their "implements" and table and Dr. Moore had his blood pressure cuff for some hands-on MDA experience.
- Advising hosted a booth to answer questions about NPC programs and generally assist with the flow of the event.
- SBDC promoted their Peeking into the Future event and passed out sweatshirts, which were really appreciated as the sun went down! (thanks, Marketing, for supplying those!)
- Behavioral Health engaged visitors in making Strength Bracelets out of pipe cleaners, a fun way to think about your strengths and favorite colors.
- Dr. Schaechterle represented the English departments with collections of poems and books on display.
- Amy Grey and William Holly shared boxes of books and their knowledge of history and other Social Behavioral Sciences
- Business had an awesome booth with giveaways and information to help guide the public on our offerings.
- Career Services' Ben Sandoval came to assist, even though he had hosted his own event earlier in the day!
- Financial Aid was represented by a tableful of helpful representatives, which is always nice because I find financial aid is tricky to navigate.

Of course, Eagle Fest would not have happened without the indispensable ground work provided by Recruitment, Marketing, Facilities/Maintenance, and the boots on the ground staff at PDC. Thank you, Wes, Becca, Dawayne, Kathy, Jill, Alex, Lynn, Brian and Justin, and all of their teams!!! Another thanks to those Welding students! Way to show up for NPC! Great people; great collaboration; great time!!"



Northland Pioneer College

EXPANDING MINDS • TRANSFORMING LIVESSM

HUMAN RESOURCES

MONTHLY REPORT

November 2023

EMPLOYEE RELATIONS AND STAFFING

On October 19, 2023, the Human Resources Department hosted our first new employee onboarding session of the year. There were 35 employees who participated. The invite list included all employees who were hired since the last event in September of 2022. The event featured presentations from key departments such as executive staff, Human Resources, Payroll, Business Office, TAS, Campus and Center managers, Faculty Association, and CASO. This full-day orientation marked the first step in developing our new employee onboarding process. In the future, we will continue to gather feedback gathered from new hires through various methods to help us create the best onboarding experience possible.

EMPLOYEE CENSUS DATA

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

- Leslie Dye Director of IT Infrastructure & Operations
- Ehrren Blackman Course Schedule & Records Specialist
- Shelia Foy Payroll Specialist III

Turnover Rate For FY23/24	Employee Count	Separated	Turnover Rate
Total Employees as of 7/1/2023	334	10	2.99%
Total New Hires from 07/01/2023 to 11/06/2023	46	1	2.56
Turnover Rate For the Last 12 Months	Employee Count	Separated	Turnover Rate
Totals for November 2022- November 2023	320	32	10.0%

*Turnover Rate Calculated by dividing the number of separated employees during the period by the number of employees at the beginning of the period. This figure reflects contract employees only and excludes temporary employees

RECRUITMENT

	# Qualified Applicants	Date Opened	Closing Date	Status
Director of Information Technology Infrastructure and Operations White Mountain Campus	0	11/3/23	Open Until Filled	
Director of Enterprise and Data Systems White Mountain Campus or Painted Desert Campus	0	11/2/23	Open Until Filled	
Campus Manager PDC (Internal only) Painted Desert Campus	0	11/2/23	11/15/23	
Assistant to the President and Recording Secretary for the District Governing Board	5	9/27/23	11/3/23	
Community Recruiter-South Painted Desert Campus	7	9/13/23	Open Until Filled	
Behavioral Health Success Coach Silver Creek Campus	23	9/6/23	Open Until Filled	
Behavioral Health Program Coordinator Silver Creek Campus	8	9/5/23	Open Until Filled	Offer in Progress
Behavioral Health Recruitment Specialist Silver Creek Campus	17	9/1/23	Open Until Filled	
Assistant to the Campus Manager (PT) White Mountain Campus	40	9/1/23	10/01/23	
Faculty in Nursing	1	8/24/23	Open Until Filled	
Faculty in Behavioral Health	8	8/23/23	Open Until Filled	
Hopi Center Manager Hopi Center	13	8/3/23	Open Until Filled	
Maintenance II / HVAC Painted Desert Campus	16	6/23/23	Open Until Filled	

EMPLOYEE DEVELOPMENT

Last month's supervisor training led by Tonya Thacker and Shandiin Deputee, provided an introduction to TEACH, a cultural competence course associated with the ARMSS grant. Supervisors will engage in this course throughout the remainder of the year, leading up to its broader implementation to the rest of the college in January.

This month's training will shift its focus to a comprehensive overview of the budget and finance process, with Vice President Ellison and her team taking the lead. Notably, some non-supervisors have also been included in the training, aiming to equip everyone for the upcoming budget planning and request processes.

WELCOME AND RECOGNITION

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

- ❖ Faculty in Energy and Industrial Technician Jeffrey Lefevre
- ❖ Administrative Assistant to the Dean of Instructional Innovation Amanda Sutter

Congratulations to the below employees as they transition to new positions

- ❖ Support Center Operator Victor Love
- ❖ A/V Support Coordinator Benjamin Turner
- ❖ Technical Support Technician Horacio Luna
- ❖ Support Analyst II Eric Madrid

TOTAL REWARDS

BENEFITS AND COMPENSATION

The Payroll Department is still engaged in developing worktime, attendance, and leave training to be made available to all employees, but specifically targeting those employees who are hourly wage earners and hold non-exempt status.

Benefits and Compensation Coordinator, Ms. Lori Moore, in conjunction with Healthwaves, facilitated Free Flu Shot Clinics for all NPC employees at the Little Colorado Campus, the Painted Desert Campus, and the Silver Creek Campus on October 25th; there was also a clinic conducted at the White Mountain Campus on October 31st.

Attendance breakdown by campus:

NORTHLAND PIONEER COLLEGE: 2023 FLU TOTALS	
Little Colorado Campus	4
Painted Desert Campus	5
Silver Creek Campus	11
White Mountain Campus	3
Total Flu Shots Given:	23



Northland Pioneer College

EXPANDING MINDS • TRANSFORMING LIVESSM

	Total FTSE		Early College FTSE		Regular FTSE	
	FA22	FA23	FA22	FA23	FA22	FA23
LCC	83.27	114.73	28.27	64.07	55.00	50.66
PDC	127.73	138.68	87.67	97.34	40.06	41.25
SCC	165.60	147.74	87.94	90.47	77.66	57.27
WMC	484.13	495.20	289.06	296.27	195.07	198.93
Subtotal	860.73	896.35	492.94	548.24	367.79	348.11
ALU	0.80	0.60	0	0	0.8	0.60
HOPI	13.20	14.00	7.60	7.13	5.60	6.87
INT	291.97	266.07	0	0	291.97	266.07
KAY	6.20	7.07	1.00	0.00	5.20	7.07
SPE	29.47	31.20	24.00	26.40	5.47	4.80
STJ	48.00	65.07	41.20	53.06	6.80	12.01
WRV	58.60	64.27	41.40	51.6	17.20	12.67
APAC	15.67	11.27	15.67	11.27	0.00	0.00
NAVA	1.60	1.60	1.60	1.60	0.00	0.00
Subtotal	465.51	461.15	132.47	151.06	333.04	310.09
Total	1326.64	1357.5	625.41	699.2	700.83	658.3



FALL 2022 to FALL 2023 Semester Enrollment Comparison

FALL 2023

UNDUP HC = 2826

Enrollment (FTSE) = 1357.5

Enrollment (FTSE), Change FALL 2022, (1326.64), to FALL 2023, (1357.5): **+2.33%**

UNDUP Headcount Change, FALL 2022, (2741), to FALL 2023, (2826): **+3.1%**

Northland Pioneer College

STRATEGIC ENROLLMENT MANAGEMENT PLAN

Northland Pioneer College 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.

- Goals and Key Result Indicators:
1. Increase Enrollment-a. Student Headcount b. FTSE c. Replacement Ratio
 2. Improve Student Success-a. Number of Completers b. Enrollment to award Ratio c. 150% on time graduation
 3. Improve College Sustainability-a. Contracts/grants to taxpayer funds ratio b. Composite Financial Indicator c. Employee satisfaction

Northland Pioneer College SEM Mission and Vision Statement:

Vision: To be deeply committed to transforming student's lives through access, engagement and success while working creatively and diligently to attain optimal enrollment and retention to support the mission of NPC. Enrollment Management will work collegewide with all stakeholders to achieve cohesive, supportive and seamless navigation for students from first inquiry through program completion. It is our goal to become innovative, strategic, and visionary when working with our students in the achievement of their goal(s).

Mission: Advance NPC by recruiting, enrolling, and retaining students from diverse backgrounds in support of their educational goals.

SEM Team

Enrollment
Develop and execute an enrollment strategy that optimizes NPC's vision, programs, facilities, and infrastructure to achieve its student recruitment, retention, and graduation goals, while ensuring fiscal stability.
Recruitment and New Student Enrollment Structure
Create an organizational structure that leads and is accountable for achieving NPC's enrollment management goals. Strong collaborative relationships with Deans will be clearly defined to ensure a coordinated, collaborative, and consistent approach to enrollment management.
Student Experience
Dedication to a streamlined and unparalleled student experience for all student types while also ensuring policies and practices are student-centered and support students' progress toward graduation. Enhance the coordination of advising, retention-related operations, and the infrastructure to support those efforts including the use of technology.

SEM Orientation Framework

SEM is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where 'optimal' is defined within the academic context of the institution. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution's function and culture.

Engaging four SEM orientations informed a set of strategic actions and priorities to bolster enrollment:

Student orientation accentuates students' individuality. Students are not defined merely by their enrollment transactions, nor solely in terms of their learning outcomes. Students are seen and treated holistically as having complex and unique ranges of personal assets, needs, characteristics and aspirations. Persistence, retention, and completion foci are on the person— i.e., student-by-student basis. The range of traditional enrollment functions and services are personalized and well-aligned, with the goal of ensuring each student's ideal experience as opposed to merely delivering a mechanistic integration of administrative processes. Faculty and staff are intentionally and keenly focused on the holistic care and support of the individual.

Academic orientation aims to enrich the academic experiences of students and faculty. While the enrichment of student learning is essential, so too is an enhancement of the academic environment and experience. Attention is directed to learning supports and extensions as integral components of the SEM effort—e.g., supplemental instruction, tutoring services, writing and math labs, bridge programs, honors programs, creative activities, and learning communities. The deliberate integration of curricula instruction with co-curricular experiences facilitates more holistic learning. Additionally, experiential learning opportunities and service-learning approaches broaden student learning by incorporating out- of-class experiences into academic programs. The institution recognizes that faculty engagement, experience, and satisfaction are intrinsically connected to student success.

Market orientation is externally focused and affirms that traditional enrollment goals (e.g., selectivity, access, diversity, net revenue) are not goals in themselves, rather they reflect the college's competitive market position and profile. SEM goals and outcomes elevate and enhance the college's market position and leverage its brand. There is an overarching belief that students enroll with a sense of the college's brand promise. Moreover, enrollment is a function of students' assessment of how that brand promise meshes with their respective goals, values and aspirations. Clarifying and delivering on brand promise shapes marketing agendas.

Administrative orientation is internally focused and is concerned primarily with the *regulations* (laws and statutes), *policies* (overall guidelines), *processes* (flow of activities), *procedures* (detailed instruction of steps), and *financial considerations* (expenses, revenue, budget) that impact enrollment. The outcomes most valued are efficient and effective enrollment-related processes. Premium is placed on achieving optimal levels of integration and overcoming traditional administrative "silos" that segregate departments and associated processes that can be organized as a more seamless whole. One-stop service models exemplify integrating traditional structures and functions to realize institutional benefits of process, efficiency and effectiveness, while also improving students' experiences of supports and services.

This SEM Orientation Framework is an organizing mechanism and actuating guide that complements the

analysis, interpretation, and management of enrollment data and trends; informs and enables sound enrollment decision-making; ascribes meaning and significance to enrollment structures, norms, and practices; and both limits and permits allocation and authorization of resources that impact enrollment.

Altogether, the four SEM orientations (sometimes referred to as domains) set a frame for NPC’s attention to the following enrollment matters (not exhaustive), each dependent on strong inter- and intra-departmental collaboration.

Student

- Access and Affordability
- Advising, Coaching, and Mentoring
- Student Satisfaction, Engagement, and Attainment
- Student Experience

Academic

- Curricular Portfolios and Integration
- Program Design, Expression, and Review
- Instructional Design, Delivery, and Support
- Faculty Resources and Allocation

Market

- Market Profile and Demand
- Market Research and Intelligence
- Brand Identity, Promise, Differentiation, and Positioning
- Enrollment Marketing and Communications

Administrative

- Organizational Structure
- Policy Efficacy
- Technology and Infrastructure Systems
- Enrollment Goals and Performance
- Budget Model & Projections, and Financial Performance

Enrollment Growth

As Northland Pioneer College looks to sustain enrollment growth over the long-term, at all degree levels, it must ensure that academic program offerings are aligned with its mission, market demand, capacity, faculty resources, and student needs. It must also consider how these program offerings are identified, structured, and delivered (e.g., modality, content, individual course length and sequencing, and overall program duration/stack-ability), and brought to market.

The operative action “sustain enrollment growth” necessitates making the case and setting enrollment goals for said growth. The case for enrollment growth has been solidified in the Northland Pioneer College Strategic Plan.

Over the past decade, NPC has experienced declining enrollment. Simply stated, NPC’s enrollment trends do not currently align with the bold goal of “Transforming Lives.” Most NPC learners over the past decade have received exclusively in-person instruction. Moving forward, NPC plans to increase degree-seeking enrollment.

Timing and Pace of Growth

This plan assumes that foundational work will be accomplished in 2023 and 2024 to positively impact enrollment for the 2023 – 2024 academic year and thereafter. Thus, capacity to launch new programs and increase enrollment in select existing programs must be built into the budget for fiscal year 2024 and thereafter. Additionally, institutional aid and external scholarship funding for the 2024 financial aid award year, and thereafter, must be a strategic consideration. Noteworthy, the incoming undergraduate cohorts for the 2023 – 2024 academic year are the first target groups for persistence, retention, time-to-completion, and graduation goals established in this plan.

Enrollment goals depend on developing and executing strong marketing and recruitment strategies. Likewise, significantly increasing headcount enrollment must be complemented by strategies, plans, and actions to more effectively retain the students who comprise that enrollment, by better facilitating and ensuring their strong persistence and timely program completion.

We must be ambitious in our student success goal setting, while also acknowledging that significant increases in persistence and retention require significant enhancements in financial, curricular, and co-curricular supports. An initial goal is to aim for an overall 80 percent first-to-second-year retention by achieving an overall 90 percent first-to-second-term persistence rate.

WHAT WE MUST DO TO ACHIEVE OUR ENROLLMENT GOALS

Strategic Enrollment Management provides a comprehensive framework for NPC’s planful actions toward its envisioned enrollment future. As previously noted, informing those actions through lenses of the four SEM orientations presented (Academic, Student, Market, Administrative) enables diverse campus constituents to collectively enact a strategic enrollment management culture and propel the college toward institutional sustainability that provides a firm foundation for enrollment growth.

ACTION #1

Plan for enrollment growth and student success. NPC will develop and execute comprehensive academic, enrollment marketing and communication, recruitment, and student success plans—*leveraging* allocated resources to achieve program, and institutional enrollment goals.

Strategic Priority #1: NPC must engage in academic planning that is supported by market intelligence and research, identifying their distinct and complementary growth potential for a portfolio of diverse curricular offerings—keeping in mind that “*curriculum drives enrollment, enrollment drives revenue, and revenue drives everything else.*”³

STRATEGIC PRIORITY ENROLLMENT

Develop and execute an enrollment strategy that optimizes NPC's vision, programs, facilities, and infrastructure to achieve its student recruitment, retention, and graduation goals, while ensuring fiscal stability.

Initiative 1.1: Establish a system of accountability and process for managing long-term strategic enrollment management (SEM) strategy. This structure must include divisions/departments, Deans and Enrollment Management.

Associated Challenge: Northland Pioneer College currently does not have infrastructure or internal processes dedicated to long-term enrollment strategy at a comprehensive level across the college.

1.1	Tactic / Activity
1.1.1	Establish a SEM Strategy Action Team, inclusive of Deans, central leadership in the Budget Office, Enrollment Management, and Student Services, responsible for setting and monitoring incoming enrollment and retention targets between college leadership, enrollment management functions, and division and department leaders, in alignment with long-term SEM goals
1.1.2	Utilize enrollment dashboards to develop an internal communications plan to share ongoing enrollment progress, priorities, and impact of strategies, with divisions and departments throughout the recruitment and admissions cycles
1.1.3	SEM Strategy Action Team and Financial Aid & Scholarship Office to develop a college-wide Scholarship Strategy Working Group that aligns division/department, based aid dollars with institutional enrollment goals. College-wide scholarship strategy to be informed by activities outlined in the Enrollment Management Plan
1.1.4	SEM Strategy Action Team to ensure successful implementation of the broader Strategic Enrollment Management Plan

Initiative 1.2: Establish data-informed enrollment and retention targets with accountability measures for Enrollment Management and divisions/departments in alignment with financial sustainability of the College and incentive-based budget model.

Associated Challenge: Historical enrollment and retention targets have mainly resided in siloes and were not informed by an intentional, data-informed comprehensive strategy. This in turn has led to the lack of clear / unifying enrollment and retention goals across NPC that support realistic financial sustainability.

1.2	Tactic / Activity
1.2.1	Assess viability and ROI of student recruitment markets to identify key audiences (territory, demographics, programmatic) and inform recruitment targets
1.2.2	Develop actionable recruitment targets by division/department and coordinate recruitment resources, both centrally and within divisions/departments, to facilitate an intentional recruitment strategy for target audiences
1.2.3	Evaluate effectiveness of financial aid and award strategy with divisions/departments to re-deploy a targeted and intentional strategy in coordination with the Enrollment Management Team and aligned to overall enrollment goals
1.2.4	Utilize enrollment dashboards to share weekly enrollment progress aligned to projected goals (see 1.1.2) with recruiting staff (central Recruiting & Admissions, International Admissions, and division/department-based) and New Student Orientation Action Team; SEM Strategy Team to establish accountability measures to ensure strategies are being developed to hit enrollment targets
1.2.5	Capitalize on the campus' early adoption of the incentive-based budget model and work across the units to align program enrollment goals with financial sustainability
1.2.6	Coordinate outreach efforts between Financial Aid and Scholarship Office and divisions/departments to increase financial aid literacy and FAFSA applications
1.2.7	Utilize baseline retention outcomes across student groups (FTFY, transfer, demographic, academic indicators, etc.) to inform recruitment and enrollment strategy.

Initiative 1.3: Assess capacity and demand of NPC's undergraduate program offerings to consider adjustments to academic offerings, and strategically develop enrollment goals that align with NPC's overall goals / desired outcomes for headcount, academic quality, diversity, etc.

Associated Challenge: While individual programs / departments manage academic program capacity, NPC has not strategically assessed program performance in alignment with our overall academic quality and financial sustainability. There has been an expressed need to analyze programs over/under capacity and determine alignment with market demands.

1.3	Tactic / Activity
1.3.1	Evaluate program capacity with each department/division and develop a matrix to measure program demand and capacity to determine which programs are over and under-enrolled
1.3.2	Conduct an assessment to determine cost to deliver academic programs across each Department/division portfolio, including all funding types
1.3.3	Establish an (Academic Innovation Action Team?) including the VPLSS, Deans, Enrollment Management, and (Academic Planning?) to consider sunseting and/or determine specific measures to re-envision low-demand programs

1.3.4	(Academic Innovation Action Team?) to work with Deans and department leaders to evaluate potential options for growth of high demand programs – including modality considerations, time to degree acceleration, customized learning pathways / degree options (meta-majors), etc. and analysis of appropriate expectations for lower demand programs
--------------	--

Initiative 1.4: Determine how NPC's academic offerings are aligned with market demands and student consumer behaviors to inform an innovative approach to academic program development.

Associated Challenge: While assessment of internal academic offerings is critical to build a successful academic portfolio, there is a need to better identify market demands including labor market trends/projections and student consumer behaviors including modality, course flexibility, and specialized needs.

1.4	Tactic / Activity
1.4.1	Work with divisions/departments to inventory and/or establish program differentiators (both experiential and outcomes) to promote in respective student markets
1.4.2	Conduct a market demand & occupational projections assessment to determine high need career pathways both regionally and nationally
1.4.3	Conduct primary market research among targeted prospective student populations on academic areas of interest to identify areas of opportunity to drive future enrollments
1.4.4	Conduct secondary market research on an annual basis (labor demand, degree levels, modality preferences, time to degree) and align findings with institutional mission, program strengths, and institutional capacity (space, technology, faculty) to identify high-priority academic programs
1.4.5	Utilize (Academic Innovation Action team?) to incentivize and facilitate modifications to existing programs and new program design, marketing, and launch to market

Initiative 1.5: Identify attributes and decision-making factors of student population segments and target markets to inform an intentional recruitment strategy, in consideration of market shifts.

Associated Challenge: NPC's enrollments and student composition has occurred relatively organically. As population projection trends and market demands continue to shift, NPC will need to develop an intentional recruitment strategy amid a competitive landscape.

1.5	Tactic / Activity
1.5.1	Identify immediate new markets by population to focus recruitment efforts: New-traditional students
1.5.2	Utilize NPC's identified institutional attributes and immediate positioning statement to inform intentional recruitment efforts and align recruiting resources appropriately (see Strategic Priority 2, Initiative 3)
1.5.3	Conduct needs assessment for identified student populations to understand their specific needs
1.5.4	Develop differentiated, market specific value propositions for target recruitment markets; focus on geographic and demographic qualities to enhance experience customization.
1.5.5	Integrate, refine, and expand the college strategy for international student recruitment and partnerships that serves all degree levels and programs, with clear accountability for setting and executing the strategy – within International Admissions

STRATEGIC PRIORITY 2 – RECRUITMENT & NEW STUDENT ENROLLMENT STRUCTURE

Create an organizational structure that leads and is accountable for achieving NPC's enrollment management goals. Strong collaborative relationships with divisions/departments and Deans will be clearly defined to ensure a coordinated, collaborative, and consistent approach to enrollment management.

Initiative 2.1: Create a recruitment structure to enable an intentional and coordinated recruitment and financial aid strategy.

Associated Challenge: Recruiting efforts are divided between 2 recruiters who have responsibility for large geographic areas.

2.1	Tactic / Activity
2.1.1	Create a temporary New Student Enrollment Action Team to manage recruiting and admissions strategy and operations across central units and school / colleges. This includes recruiting strategy, recruitment marketing and communications, admissions operations, financial aid, and technology
2.1.2	Clearly define roles, responsibilities, and accountability for pool-building, pipeline management, and building the incoming cohorts among the New Student Enrollment Action Team including Recruitment, Admissions, faculty, and advisement.
2.1.3	Formalize recruiting partnerships between Recruitment, Admissions, Advisors and Financial Aid.
2.1.4	Identify gaps within current recruitment & financial aid processes, both within Recruitment, Admissions, Financial Aid & Scholarship, and Friends and Families Office.
2.1.5	Develop an inventory of assets, both of knowledge/expertise and resources between Recruitment, Admissions, and divisions/departments and Deans.
2.1.6	Develop, in collaboration with Recruitment, Admissions, and Student Services, clear expectations and agreed to roles and responsibilities related to all recruitment activities
2.1.7	Evaluate temporary New Student Enrollment Action Team structure outcomes to develop a long-term Enrollment Management unit to manage the full student lifecycle, from point of inquiry through graduation

Initiative 2.2: Integrate recruitment-focused marketing and communications efforts between Enrollment Management and divisions/departments and Deans, to deliver a unified and streamlined approach to undergraduate marketing/communications recruitment strategy.

2.2	Tactic / Activity
2.2.1	Coordinate recruitment-focused marketing with current branding initiatives to create value propositions that are tailored to distinct student segments / program offerings, starting with high-demand programs
2.2.2	Inventory recruitment-focused marketing activities (including digital and relational marketing efforts) including financial investment required to develop a coordinated strategy focused on decreasing the proliferation of overlapping marketing efforts and increasing ROI
2.2.3	Develop an Internal Communications network to inform campus stakeholders of upcoming recruitment-focused communications, marketing messages, and events to support more collaborative efforts and strategic knowledge sharing
2.2.4	Develop, in collaboration with Recruitment and divisions/departments and Deans, a universal recruitment-focused marketing strategy to support enrollment initiatives in alignment with NPC’s brand messaging
2.2.5	Coordinate with NPC’s website administrator to update division/department and program websites to increase traffic and lead generation, starting with high demand programs.
2.2.6	Leverage career data to develop customized marketing materials at the individual student level that illustrate the outcomes/ROI of an NPC education based on student academic interests

Initiative 2.3: Establish a targeted and intentional approach to recruiting in support of SEM goals by aligning recruitment resources to identified opportunity markets.

2.3	Tactic / Activity
2.3.1	Re- allocate recruiting resources to support recruitment efforts of targeted student segments and coordinate recruiting plans with a Recruitment Working Group
2.3.2	Develop a coordinated, transfer-specific recruitment strategy among Recruitment and Advisement focused on deepening college partnerships, A++ for example, and expanding pre-transfer advising
2.3.3	Assess conversion rates and recruiting tactics to identify best practices to apply a standardized and coordinated recruitment approach across Recruitment, and divisions/departments.
2.3.4	Collaborate with Office for Accessibility and Inclusion to develop intentional recruitment tactics and application support resources for underrepresented students
2.3.5	Create an action plan to more intentionally recruit returning students – those that have “stopped out” and are ready to return
2.3.6	Assess recruitment CRM, TargetX and performance metrics to ensure they are aligned with enrollment goals by student segment.

Initiative 2.4: Ensure full adoption of undergraduate recruiting and admissions technology (TargetX) for enrollment management functions across the College, and provide consistent foundation of training resources, data definitions, and key performance metrics

2.4	Tactic / Activity
2.4.1	Allocate resources dedicated to the technical management of TargetX, CRM. (Anthology NEW ERP?)
2.4.2	Establish a college-wide strategy for utilizing Admissions technology, currently TargetX, including building training curriculum for new users and developing standardized policies and processes for the use of the tool
2.4.3	In collaboration with Office of Information Technology and Office of Institutional Research and Effectiveness, establish data definitions and key performance metrics for TargetX.
2.4.4	Continue to evaluate processes within Admissions, including application review, to identify gaps and streamline student enrollment processes
2.4.5	Develop personalized enrollment experiences for admitted students by tracking all activities with TargetX.?

Initiative 2.5: Identify infrastructure / resources to support a comprehensive yield strategy of admitted students through first-term enrollment; clearly identify roles and responsibilities across central units and programs.

2.5	Tactic / Activity
2.5.1	Identify touchpoints in the student enrollment lifecycle to support the development of a college-wide yield and onboarding strategy
2.5.2	Clearly define roles and responsibilities among Recruitment, Admissions, Advisement, to enable a seamless transition between recruiting and enrollment efforts through onboarding – including orientation, early advising, and other pre-matriculation experiences
2.5.3	Utilize TargetX to enhance data capture of intent to enroll and devote capacity to developing a melt mitigation plan for students who have declared intent to enroll.
2.5.4	Continue to evaluate and streamline credit evaluation and articulation processes for transfer students

Initiative 2.6: Coordinate opportunities at a secondary level including partner relations and co-curricular program opportunities (concurrent and dual enrollment opportunities (NAVIT and Talon), to drive undergraduate pipeline development).

Associated Challenge: There must be a concerted effort across NPC focused on partnership development including K-12 outreach. NPC needs ownership and/or accountability to manage effectiveness and coordination to strategically impact pipeline development and enrollment opportunities.

2.6	Tactic / Activity
2.6.1	Coordinate with Early College to identify opportunities across NPC available to pre-collegiate students (concurrent enrollment, NAVIT, Talon, etc.) and develop a strategy to enhance the pipeline for undergraduate enrollment
2.6.2	Evaluate ROI of pre-collegiate programs and yield rates to build a model for enhancing pipeline development within programs
2.6.3	Enhance opportunities for current NPC students to get involved with co-curricular programs targeted at pre-collegiate students
2.6.4	Coordinate partner relations college-wide and manage interactions and engagement through TargetX

STRATEGIC PRIORITY 3 – STUDENT EXPERIENCE

Dedication to a streamlined and unparalleled student experience for all student types while also ensuring policies and practices are student-centered and support students' progress toward graduation. Enhance the coordination of advising, retention-related initiatives, and the infrastructure to support those efforts including the use of technology.

Initiative 3.1: Create standards and baseline advising experiences for all students with clear roles and responsibilities across programs.

3.1	Tactic / Activity
3.1.1	Ensure every incoming student is assigned to an Enrollment Coach prior to registration for first term and connections are made by Recruitment and Admissions
3.1.2	Build on existing work to establish coordinated advising approach with clear roles / responsibilities across the advising ecosystem to ensure advising in students' first 1-2 years on campus is appropriately focused on supporting students in their efforts to find their right academic and cocurricular fit at NPC
3.1.3	Develop training and professional development aligned to newly established advising approach / standards of practice (NPC-Relational Appreciative Advising)
3.1.4	Clarify expectations of faculty advisors/mentors including the use of TargetX in advising notes, provide them with guidance and support, and determine methods from recognizing strong faculty advisors
3.1.5	Evaluate success of first-year advising protocols and develop advising standards for full student lifecycle, incorporating best practices from student success coaching models
3.1.6	Utilize dashboards to identify key population that require proactive and in time communications
3.1.7	Determine advisor roles (professional vs. faculty) for students who have earned 30+ credits and implement a required advising / audit check to align students' paths to graduation
3.1.8	Consider designing and launching a nomination / application-based advising leadership program for faculty to drive excellence in advising
3.1.9	Implement student success coaching in all advising units to ensure a consistently comprehensive approach for all students

Initiative 3.2: Pursue student-centered adjustments to college business processes and policies to enhance coordination across units and enable students to more seamlessly navigate toward their desired outcomes.

Associated Challenge: Students have expressed it can be difficult to navigate the institution from point of admission through graduation. There is a need to critically assess business processes within central support units (e.g. Registrar, financial aid, etc.) to support a student-centric approach.

3.2	Tactic / Activity
3.2.1	Develop a unified vision for how student support units, policies, and practices should support students
3.2.2	Leverage past journey mapping analysis and student focus groups to identify highest value / priority practices that, if redesigned, could make a meaningful impact on the student experience
3.2.3	Led by Student Success Action Team, adjust roles and responsibilities for critical student support units including the role of TargetX (CRM)
3.2.4	Develop a better internal transfer for students that switch programs.

Initiative 3.3: Establish a coordinated approach to deliver clear and effective communications and touchpoints with students to support student retention and progression.

Associated Challenge: Student communications across the student lifecycle are managed in siloes resulting in inconsistent and/or duplicative messaging. This also includes the use of technology to support student success and streamlined engagement (E.g. CRM, ERP, etc.).

3.3	Tactic / Activity
3.3.1	Establish an internal communications strategy between advisement and divisions/departments and Deans to streamline outgoing continuing student communications and deliver clear and effective messaging
3.3.2	Identify communication touchpoints in the student lifecycle from point of inquiry through graduation and establish handoffs for engagement across NPC to ensure clearly defined roles and responsibilities and a seamless student experience
3.3.3	Conduct a communications audit across the student lifecycle and establish, in collaboration with Marketing, clear policies and standards for student communications including accountability measures
3.3.4	Coordinate with web site administrator to ensure communications and touchpoints are aligned with web design strategy
3.3.5	Inventory student support technologies across campus and rationalize the use of various tools to develop a best practice plan for student success technologies
3.3.6	Implement enterprise CRM (TARGETX) to manage all interactions and engagement with students to reduce duplicative communications and enhance personalization

Initiative 3.4: Increase cocurricular offerings and student support services to meet the needs of NPC's diverse student population.

Associated Challenge: As non-traditional students (e.g. commuter students, adult learners, online) become the "new traditional," it is important that NPC's cocurricular services/offerings align with market demands including fast communication, flexibility, support service availability, etc. There has been feedback that support services and cocurricular offerings are not available to a less traditional audience including services offered in the evenings and/or remotely. (VOSS?).

3.4	Tactic / Activity
3.4.1	Examine the cocurricular and student support needs of all student audiences and baseline student support service availability across the student lifecycle.
3.4.2	Create centralized and differentiated website locations for all students to increase ability to self-serve when on-campus student support offices are unavailable or not required and/or explore the appropriate options for offering extended student support
3.4.3	Develop co-curricular English language support for students that need supplemental English support for their academic programs
3.4.4	Evolve high-impact learning opportunities for all student audiences (e.g. micro-internships, remote career experiences / faculty partnerships, etc.)
3.4.5	Re-imagine on-campus and virtual spaces to implement blended co-working spaces and enhance community bonds

Initiative 3.5: Develop a focused and proactive strategy for supporting students with the greatest risk of attrition.

Associated Challenge: Retention analyses have identified the following attributes to be at high risk of attrition: Minority, specifically Native American and Hispanic, first generation, students enrolled part-time.

3.5	Tactic / Activity
3.5.1	Confirm criteria for students who will be eligible for targeted and proactive advising/coaching, and develop communications plan for incoming students about participation
3.5.2	Institutionalize the use of TargetX college-wide to support student success related initiatives for students. This includes TargetX to record notes from advising appointments, early alert inputs from faculty, and applying predictive analytics to best serve NPC students
3.5.3	Establish clear partnership between NPC Faculty/staff and division/department collaborators by utilizing Enrollment Management; define roles and responsibilities between Enrollment Management and key collaborators
3.5.4	Develop coordinated and specific coaching and advising services for “Undecided” students starting with orientation and continue with advisor through second year
3.5.5	Utilize faculty and advisement staff to monitor performance of “at-risk” students including “Undecided” students to proactively reach out to those that struggle in their first term to provide coaching/mentorship
3.5.6	Establish early alert requirements (see 3.5.2) and low-stakes assessments in core gateway courses with high fail rates
3.5.7	Adopt AI to anticipate student needs and provide proactive interventions
3.5.8	For students of limited means, develop support mechanisms such as financial support connections with Friends and Families.

SEM PLAN First Year Strategic Initiatives

Initiative 1.1: Establish a system of accountability and process for managing long-term strategic enrollment management (SEM) strategy. This structure must include divisions/departments, Deans and Enrollment Management.

Associated Challenge: Northland Pioneer College currently does not have infrastructure or internal processes dedicated to long-term enrollment strategy at a comprehensive level across the college: Identify SEM Team: November 30, 2023

Initiative 2.1: Create a recruitment structure to enable an intentional and coordinated recruitment and financial aid strategy.

Associated Challenge: Recruiting efforts are divided between 2 recruiters who have responsibility for large geographic areas.

**Work with Deans, Department Chairs and Director of Financial Aid to create a cohesive recruitment plan to be implemented for 2024-2025: December 22, 2023*

Initiative 2.5: Identify infrastructure / resources to support a comprehensive yield strategy of admitted students through first-term enrollment; clearly identify roles and responsibilities across central units and programs.

**Work with the Business Office and Student Services to identify student support resources and clearly identify responsibility from first time enrollment through program completion: January 26, 2023*

Initiative 2.6: Coordinate opportunities at a secondary level including partner relations and co-curricular program opportunities (concurrent and dual enrollment opportunities (NAVIT and Talon), to drive undergraduate pipeline development).

Associated Challenge: There must be a concerted effort across NPC focused on partnership development including K-12 outreach. NPC needs ownership and/or accountability to manage effectiveness and coordination to strategically impact pipeline development and enrollment opportunities.

**Work strategically with Early College staff to ensure that each EC student is aware of the opportunities that NPC offers career wise and to work individually with the students on their degree maps so that they know exactly where they are in their respective degree program at any given time: February 16, 2023*

Office of Institutional Effectiveness

The Office of Institutional Effectiveness (OIE) has worked on the following categories of reporting and analytic activities for the past few months:

1. Produced external data-related reports/files: Academic Performance of High school graduates; CLERY Campus Crime & Security report; Annual Report to the Governor; New Mexico Waiver Report; Council on Workforce Policy Annual report; IPEDS Fall Collection Reports; Apache County annual data reports; and WIOA grant support.
2. Fulfilled internal data or survey assistance requests from the VPLSS Office, Advising, ART, Business Office, Belonging subcommittee, CIS, Communications, Career Services, CTE Division, Financial Aid Office, Records and Registration, Recruitment, Student Services, TAS, and Testing Task Force.
3. Updated several Excel dashboards (awards, enrollment, unique student headcount) for internal college use.
4. Generated the Fall weekly enrollment estimates reports for the President's Cabinet and the Director of Enrollment Services; produced an IE census-day file to support IPEDS reporting and grant-related data needs.
5. Disseminated the annual standard program review data Excel workbooks to instructional departments for 5-year program review and annual reports; also rolled out a Program Data Workbook to all academic deans for program-based planning.
6. Supported Year 2 data submission on the OER Consortium Grant.
7. Worked with the Communications department and the lead campus manager to launch the Fall 2023 Revealing Institutional Strengths and Challenges survey to students.
8. Set up Fall 2023 course improvement surveys and NPCFlex Pre- and Post-Surveys for students.
9. As part of the ERP Implementation Team, worked on assigned tasks (SWOT Analysis, sharing sample reports, facilitating institutional data cleaning) to support Anthology implementation.

TWO-YEAR STRATEGIC PLAN for IMPLEMENTATION OF DEVELOPMENT OFFICE AT NORTHLAND PIONEER COLLEGE		
Mission The NPC Development Office advances the sustainability of Northland Pioneer College	Values Initiative Ingenuity Risk-Taking Partnership Accountability	Vision By 2025, the NPC Development Office will be the NPC resource for facilitating a process for the acquisition of external assets that supports the execution of the college’s strategic plan.
Strategic Initiative #1 Create the foundation for a college-wide culture of development		
Priority Actions	Status – 11/1/2023	Rationale/Metrics
Develop a procedure for grant seeking	Complete	Increase in proactive resource acquisition through: <ul style="list-style-type: none"> Adoption of the managerial approach to the acquisition of resources, from receiving a “thing” to solving a problem, that is aligned with college, divisional, or departmental plans, and has a measurable outcome
Develop a procedure for initiation and maintenance of external partnerships	In progress – To be completed by 1/1/2024	
Teach “Grants 101” to all managers at the college, and to any college faculty and staff who wish to learn more about pursuing development activities.	Complete	
Strategic Initiative #2 Facilitate Coordination of Grant Seeking and Development Efforts, College Wide		
Priority Actions	Status – 11/1/2023	Rationale/Metric
With Dr. Judy Yip-Reyes, support colleagues who wish to pursue development activities with professional development coaching on strategic grant-seeking, problem-solving, and project development.	Ongoing	Increase in the acquisition of external resources through: <ul style="list-style-type: none"> an increased number of discretionary grant proposals, submitted by the college without duplication, and through coordination of efforts across departments and divisions, and the initiation and growth of new partnerships and the nurturing of existing partnerships
Schedule consultation sessions with faculty and staff who desire to seek grants to provide guidance and assistance as needed.	Ongoing	
Designate a SharePoint site to disseminate information to the college about happenings in development and grant seeking, and to provide information about ongoing professional development opportunities.	In progress with support from Director of Communications, Katie Matott, and Director of Institutional Effectiveness, Dr. Judy Yip-Reyes – To be complete by 1/1/2024	
Strategic Initiative #3 Implement a plan to assure operational excellence for the Development Office		
Priority Actions	Status 11/1/2023	Rationale/Metric

<p>Establish a handbook of guiding documents for the Development Office</p>	<p>In progress – To be complete by 1/1/2024</p>	<p>The maintenance, growth, and sustainability of the office is supported by:</p> <ul style="list-style-type: none"> • Procedures that guide all activities related to the office, • The addition of negotiated indirect costs to all federal grant proposals, and to other non-federal grants that use the federal negotiated indirect rate, and • The completion of all required project and financial reporting for all grants, carried out under schedule, assuring the college maintains credibility with funders.
<p>Coordinate with the business office on negotiation of a federal indirect rate for grants</p>	<p>Completed by Director of Financial Services, Russell Kupfer. Rate offer for Navajo County Community College District dba Northland Pioneer College is 45%, through 7/1/2027.</p>	
<p>Create and maintain two central, college-wide SharePoint repositories for all discretionary and non-discretionary grants at the college</p>	<p>In progress – to be completed by 3/31/2024</p>	

Navajo County Community College District Governing Board Meeting Minutes

October 17, 2023 – 10:00 a.m.
White Mountain Campus, Aspen Center 111
1001 W. Deuce of Clubs, Show Low, AZ 85901

Governing Board Member Present: Ms. Kristine Laughter; Mr. Frank Lucero; Mr. Everett Robinson; Mr. Derrick Leslie.

Governing Board Member Absent: Mr. Elias Jouen.

Others Present: President Chato Hazelbaker; Vice President for Learning and Student Services (VPLSS) Michael Solomonson; Vice President for Administrative Services (VPAS) Maderia Ellison; Associate Vice President – Human Resources (AVPHR) Christine Schaefer; Chief Information Officer (CIO) Michael Jacob; Recording Secretary for the Board Paul Hempsey; David Huish; Benjamin Turner; Rebecca Sweet; Betsy Wilson; Ruth Zimmerman; Jessica Reeck; Russell Kupfer; Muriel Metcalf; Tyler Wiley; Allison Landy; Melody Niesen; Michael Broyles; Colleen Marsh; Tiffani Martin; Talaina Kor; Erin Pugh; Janalda Nash; Pamela Bishop; Wei Ma; Katie Matott; April Tucker; Lia Keenan;

Agenda Item 1: Call to Order and Pledge of Allegiance

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

Agenda Item 2: Adoption of Agenda

Mr. Robinson made a motion to adopt the agenda as presented. Mr. Leslie seconded the motion. The motion carried upon a roll-call vote with Mr. Lucero, Mr. Robinson, Mr. Leslie, and Chair Laughter voting in favor. There were no votes against.

Agenda Item 3: Call for Public Comment

None.

Agenda Item 4: Discussion Items

4.A. Standing Presentations:

4.A.1. Financial Position

VPAS Ellison addressed the Board and presented the monthly Financial Position report for the period to August 31, 2023.

Mr. Leslie asked how a federal shutdown might affect the college. VPAS Ellison noted that reimbursements from federal grants would be delayed and estimated the amount per semester to be \$2 million dollars when Mr. Lucero inquired.



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

Tyler Wiley, current President of the SGA, addressed the Board and expanded upon a written report provided in the packet.

4.A.3. Faculty Association

Jessica Reeck, Faculty in College and Career Preparation, addressed the Board and provided information on efforts to relaunch the integrated education and training construction program and learning community in Whiteriver.

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

Written Report.

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

Betsy Wilson, Executive Director of Friends and Family, addressed the Board and reported on scholarships and Pedal the Petrified.

4.A.6. Human Resources

Written Report.

Mr. Lucero asked if a verbal report could be given along with the written report, at this meeting and future meeting. AVPHR Schaefer provided some more details from the Human Resources area and added some context to the written report.

4.A.7. Construction Report

David Huish, Director of Construction, addressed the Board and provided a report on the construction projects at the college.

Mr. Lucero asked if Welding students were missing out on instruction of three-phase welding equipment due to the supply chain issue with the electrical panel for the new skills center. Director Huish responded that they were not, as they would not reach that part of the curriculum until the Spring Semester.

4.A.8 Arizona Association of Community College Trustees (AACCT)

Mr. Robinson provided a report on the recent Association of Community College Trustees Leadership Congress held in Las Vegas, NV. President Hazelbaker also noted some of the highlights from his time at the conference.

Chair Laughter encouraged faculty and student attendance at ACCT events, feeling it would be very beneficial for everyone to increase participation.

4.A.9 Enterprise Resource Planning (ERP) Implementation Update

CIO Jacob addressed the Board and provided an update on the implementation of Anthology.



4.A.10 President's Report

President Hazelbaker addressed the Board and provided a report on topics including: Indigenous Peoples Day events; Strategic Planning and Priority Actions; A grant opportunity in the Kayenta area; the Governor's Broadband Advisory Committee; Workforce Development activities; and the 2025-2030 Strategic Planning process.

4.B. Arizona Center for Student Success

President Hazelbaker noted a written report had been provided in the packet and offered to answer any questions the Board may have.

4.C. NPC Component Unit Financial Audit NPC Friends and Family 22-23

Russell Kupfer, Director of Financial Services, addressed the Board and reported on the completed financial audit of NPC Friends and Family.

4.D. NPC Component Unit Financial Audit Northeast Arizona Training Center 22-23

Russell Kupfer, Director of Financial Services, reported on the completed financial audit of the Northeast Arizona Training Center.

Mr. Lucero asked how many agencies had contributed their yearly fees and if there were any outstanding. Director Huish, who is on the NATC Board, noted that all agencies were paid in full, but some agencies had combined so two had removed from the books. Mr. Lucero asked if the fees were received in cash or in-kind donations. Director Huish noted any that were expected to pay cash had done so but, did not have full information.

Agenda Item 5: Consent Agenda

A. September 19, 2023 Regular Board Meeting Minutes

Mr. Robinson made a motion to approve the consent agenda as presented. Mr. Lucero seconded the motion. The motion carried upon a roll-call vote with Mr. Lucero, Mr. Robinson, Mr. Leslie, and Chair Laughter voting in favor. There were no votes against.

Agenda Item 6: For Discussion and Possible Action

6.A. Old Business

None.

6.B. New Business

6.B.1. Request to Approve Fiscal Year 25 Budget Calendar and Budget Assumptions

VPAS Ellison presented the budget calendar and assumptions for creation of the fiscal year 2025 budget, and asked the Board for approval.

Mr. Robinson made a motion to accept the Fiscal Year 25 Budget Calendar and Budget Assumptions as presented. Mr. Leslie seconded. The motion carried upon a roll-call vote with Mr. Lucero, Mr. Robinson, Mr. Leslie and Chair Laughter voting in favor. There were no votes against.



6.B.2. Request to Approve Design Fee Contracts for Construction at Winslow Campus

Director Huish presented a request to award a contract to SPS+ Architects to begin design work on the construction projects at the Winslow campus.

Mr. Robinson asked if the intent was to issue the requests together as one project, with the second phase as a delayed start. Director Huish responded that he believed this was the best option and could end up realizing a better price for the college, as companies are looking for larger projects to bid on.

Mr. Robinson made a motion to approve the contract SPS+ Architects in the amount of \$477,779.50 as presented. Mr. Leslie seconded. The motion carried upon a roll-call vote with Mr. Lucero, Mr. Robinson, Mr. Leslie and Chair Laughter voting in favor. There were no votes against.

6.B.3. Request to Approve Intergovernmental Agreement (IGA) with Northern Arizona University

VPLSS Solomonson addressed the Board and reviewed details of an IGA with Northern Arizona University.

Mr. Robinson made a motion to approve the Intergovernmental Agreement with Northern Arizona University as presented. Mr. Leslie seconded. The motion carried upon a roll-call vote with Mr. Lucero, Mr. Robinson, Mr. Leslie and Chair Laughter voting in favor. There were no votes against.

6.B.4. Nomination for Mr. Leslie to serve on the Association of Community College Trustees Public Policy and Advocacy Committee

President Hazelbaker noted Board Member Leslie had expressed interest in serving on a standing committee of the Association of Community College Trustees (ACCT) and offered the benefits for Mr. Leslie, the Board, and the college if he were selected. President Hazelbaker offered his support for the nomination and asked the Board to also support the effort with a nomination letter.

Mr. Robinson made a motion to approve a letter of support for Mr. Leslie's nomination to the ACCT Public Policy and Advocacy Committee. Mr. Lucero seconded. The motion carried upon a roll-call vote with Mr. Lucero, Mr. Robinson, and Chair Laughter voting in favor. Mr. Leslie abstained. There were no votes against.

Agenda Item 7: DGB Agenda Items and Informational Needs for Future Meetings

Mr. Leslie asked for a discussion on any vulnerabilities and reporting issues that might be associated with the continued addition of Bachelor Degrees at the college.



Mr. Robinson noted the deadline for early bird registration for the ACCT National Legislative Summit was approaching and if any members wished to attend the Board would need to approve travel at the November meeting.

Agenda Item 8: Board Report/Summary of Current and Upcoming Events

A list of upcoming events was provided in the agenda for Board Discussion.

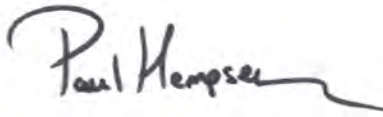
Agenda Item 9: Announcement of Next Regular Meeting

Regular District Governing Board meeting on Tuesday, November 21, 2023 at 10 a.m.

Agenda Item 10: Adjournment

The meeting was adjourned at 11:28 a.m. upon a motion by Mr. Robinson and a second by Mr. Lucero. The motion carried upon a roll-call vote with Mr. Lucero, Mr. Robinson, Mr. Leslie, and Chair Laughter voting in favor. There were no votes against.

Respectfully submitted,



Paul Hempsey
Recording Secretary to the Board



REQUEST TO APPROVE MODIFICATION OF THE ASSOCIATE OF ARTS, ELEMENTARY EDUCATION

Recommendation:

The Instructional Council (IC) recommends approval of modifications to the Associate of Arts, Elementary Education (AAEE)

Summary:

The Education Department proposes the following modifications to the AAEE to align with CP in Education Professions to create a fully stackable degree, and to provide appropriate core for the new BAEE.

1. Adding the new ECD 135
2. Removing EDU 250 and moving to the BAEE
3. Making EDU 286 a required course
4. Moving EDU 291/ENL 291 to the BAEE
5. Eliminating 1 credit elective
6. Making the degree 60 credits
7. Modifying program description
8. Adding fingerprint clearance requirement

Transfer Degree

Associate of Arts in Elementary Education (AAEE)

If you enjoy children, feel you have a talent for teaching and you want to help improve the world **make a difference in the lives of youth**, the Associate of Arts in Elementary Education (AAEE) is a **transfer degree** that provides you with **the** foundational skills **to enter the teaching profession**. **The AAEE includes general education courses relevant to Arizona Department of Education (ADE) teacher certification requirements and prepares graduates to continue on to a teacher preparation bachelor's degree.** ~~in the elementary teaching field while preparing you for initial teacher certification programs at the state's three public~~

universities. The ~~general education component~~ of the ASEE degree is specifically designed to fulfill the lower division general education requirements at NAU, ASU, and UofA.

Additionally, with your ~~The ASEE degree in hand, you meet~~ **also prepares students to meet** current elementary school ~~the~~ requirements **needed** to be a **paraprofessional classroom or** instructional assistant. You have the credentials to work in your chosen setting while completing your bachelor's degree.

NPC Requirements

The Associate of Arts in Elementary Education degree requires a minimum of ~~64 hours~~ **60 hours** of course credits with a "C" or better in all courses and a minimum cumulative grade-point average of 2.0 on a 4.0 scale.

Some courses have **placement requirements** or **prerequisites** that may result in coursework beyond ~~64 credits~~ **60 credits**. These courses, too, require a grade of "C" or better. For information about prerequisites, see ~~at~~ **the Educator Preparation Programs** academic adviser.

In most general education courses, special emphasis is placed on developing written communication skills with intensive writing requirements. Race and ethnic issue awareness is embedded throughout the general education requirements. Specific courses, as noted, meet the requirement for Contemporary Global / International or Historical Awareness. **Students in this program are required to complete practicum hours in a variety of school settings. Prior to enrolling in EDU courses, you must provide proof of current Level I Fingerprint clearance. If you need assistance accessing fingerprint clearance, or you do not have access to school site, contact the Educator Preparation Programs Department before registering for classes.**

Associate of Arts in Elementary Education (AEE) • ~~64~~ **60 credits**

Completion of the 35 general education course credits fulfills requirements for the Arizona General Education Curriculum (AGECA) ~~for~~ **within** the Associate of Arts in Elementary Education degree.

General Education Courses 9 credits

Communications 6 credits

ENL 101 College Composition I..... 3 credits

ENL 102 College Composition II..... 3 credits

Mathematics..... 3 credits

Select one of the following, or a mathematics course for which MAT 142 or MAT 152 is a prerequisite.

MAT 142 College Mathematics with Contemporary Applications..... 3 credits

OR MAT 152 Advanced Algebra **(or any math that meets the Arizona General Education Curriculum requirements)** 3 credits

Discipline Studies 26 credits

Arts and Humanities..... 9 credits

(Select three courses from at least two disciplines from the list on page **XX**)

Physical and Biological Science 8 credits

(Select two courses from the list on page **XX**)

Social and Behavioral Sciences 9 credits

(Select one of the following courses and two additional courses from the list on page 66. Courses must include at least two different disciplines, and at least one of the courses chosen must meet the requirement for Contemporary Global, International or Historical Awareness by choosing a course with an asterisk (*) from the list on page 66.

(From the general education course list on page **XX**, select three courses from at least two disciplines and that includes one of the courses below. One of the three chosen courses must also meet the requirement for contemporary Global, International, or Historical awareness by choosing any course with an asterisk from the list, including HIS105.)

POS 110 American Government..... 3 credits

OR

HIS 105 U.S. History to 1877 3 credits
 HIS 105 U.S. History to 1877
 OR POS 110 American Government 3 credits

Core Requirements 28 25 credits

CIS 105 Computer Applications and Information Technology 3 credits
 ECD 135 Survey of Child Development..... 3 credits
 EDU 200 Introduction to Education..... 3 credits
 EDU 220 Diversity in Education..... 3 credits
 EDU 222 Introduction to Special Education..... 3 credits
 EDU 223 Classroom Observation Skills 1 credit
 EDU 250 Critical and Evaluative Reading for Educators..... 3 credits
 EDU 276 Managing the Learning Environment 3 credits
 EDU 286 Educational Technology..... 3 credits
 MAT 161 Algebra-based Mathematics for Elementary Teachers I..... 3 credits
 MAT 162 Algebra-based Mathematics for Elementary Teachers II..... 3 credits

PLUS

Successful completion of one of the following:

EDU 286 Educational Technology..... 3 credits
 EDU 291 Children’s Literature 3 credits
 — OR ENL 291 Children’s Literature..... 3 credits

Transferable Electives 1 credit

Successful completion of one credit of unduplicated university transferable electives, as described on page 67.

REQUEST TO APPROVE MODIFICATION OF THE EDUCATION PROFESSIONS CERTIFICATE OF PROFICIENCY

Recommendation:

The Instructional Council (IC) recommends approval of modifications to the Education Professions Certificate of Proficiency (CP).

Summary:

The Education Department proposes the following changes to create a fully stackable sequence of courses between the Education Professions CP, the AAEE, and the BAEE programs. The following changes would likewise align course content in the CP with the Arizona Department of Education standards for education professions “career and technical education” programs to create more opportunities for area high schools to develop "grow your own" teacher preparation programs.

1. Remove EDU/CIS286 Course - Moving requirement to AAEE where more developmentally appropriate in the sequence.
2. Adding EDU223 Classroom Observation Skills - A practicum component is appropriate for the certificate of proficiency and will support education professions “career and technical education” programs.
3. Adding ECD135 Survey of Child Development - Child development is a fundamental skill to any education program and will support an education professions “career and technical education” program.
4. Removing EDU250 - Education Professions CP is intended to be a paraprofessional preparation program and EDU250 does not align with standards. Moving EDU250 to baccalaureate level program.
5. Credit hours – reducing from 18-16 credits
6. Current program description - changes as proposed

Education Studies (EDU)

Education Professions

Why Education Professions become a Paraprofessional?

School districts are among the largest employers in NPC's service area. To help supply the workforce required by the 22 public school districts and the 35 Bureau of Indian Education schools, NPC offers an **Education Profession Certificate of Proficiency (CP)**. The **Education Professions CP** can be completed in two semesters and prepares students for the national ParaPro Assessment for individuals working as teaching assistants or serving as substitute teachers. The **Certificate of Proficiency in Education Professions** prepares students with the basic skills and foundational knowledge to work as a paraprofessional or assistant teacher in a school setting. Paraprofessionals are integral to helping teachers carry out their duties in the classroom by supervising students, reinforcing lessons, and providing one-on-one student support. The Education Professions Certificate of Proficiency also provides students an introduction to the teaching profession. Students interested in pursuing a career in elementary, secondary, or special education may choose to continue onto the AAEE.

Career Opportunities

According to the U.S. Bureau of Labor Statistics, the estimated job growth of teacher's assistants through 2026, is projected to grow by 8% nationally.

Employment of kindergarten and elementary school teachers is projected to grow 7 percent through 2024, while employment of teacher assistants is projected to grow 9 percent through 2022.

Education Professions (CP) • ~~18~~ 16 credits

ECD 135 Survey of Child Development.....	3 credits
EDU 200 Introduction to Education.....	3 credits
EDU 220 Diversity in Education.....	3 credits
EDU 222 Introduction to Special Education.....	3 credits
EDU 223 Classroom Observation Skills.....	1 credit
EDU 250 Critical and Evaluative Reading for Educators.....	3 credits
EDU 276 Managing the Learning Environment	3 credits
EDU/CIS 286 Educational Technology.....	3 credits

REQUEST TO APPROVE THE BACHELOR OF APPLIED MANAGEMENT DEGREE

Recommendation: The Instructional Council (IC) recommends approval of the Bachelor of Applied Management Degree.

Summary:

After the approval of community colleges in Arizona to begin offering bachelor's degrees, the Business Department started exploring the need for a degree that would benefit our direct-to-work programs.

Currently, many of our direct-to-work students lack a pathway to completing a bachelor's degree without losing a large percentage of their completed associate degrees when transferring to universities. Because our direct-to-work degrees are not set up as block transfers, the only credits that are generally accepted are the General Education courses and elective credits. Very few courses are accepted as direct transfers.

This can be discouraging for students who wish to pursue management or leadership roles within their organizations that require bachelor's degrees. The Bachelor of Applied Management (BAM) degree at NPC would create a stackable degree that would enable our direct-to-work associate degree holders a pathway to higher learning opportunities. The degree will have two emphasis pathways:

- Emphasis on Entrepreneurship and Leadership- This emphasis will be geared towards students who wish to become managers/supervisors or those who want to open their own small businesses.
- Emphasis on Medical Administration – this emphasis will be geared toward those with associate degrees in the medical industry who wish to become team leads, managers, directors, or supervisors within a medical organization.

Here is a link to the [Feasibility Study](#). Note that the degree's name changed from the cover page to the final proposal, and the Feasibility Study accounts for the approved name.

Bachelor's Degree

Bachelor of Applied Management

Northland Pioneer College's Bachelor of Applied Management (BAM) degree is designed to teach students how to apply management techniques in various business environments. Throughout the program, students learn financial management, general and operational management, marketing and communication management, information systems management, and human resources management consistent with industry standards. NPC's Bachelor of Applied Management is perfect for students who have completed an associate degree, including those with technical degrees, and are looking for a pathway toward management. Students can choose from two specialized degrees of emphasis:

Bachelor of Applied Management with a specialization in Entrepreneurship and Leadership. Bachelor of Applied Management with a specialization in Medical Administration Management.

Career Opportunities

Managers are an integral part of every industry. They function as decision-makers, role models, innovators, analysts, communicators, and employee motivators. With a Bachelor of Applied Management from Northland Pioneer College, graduates will have knowledge and skills that can be applied to various management careers in both the public and private sectors.

All earned associate degrees are welcome in NPC's Bachelor of Applied Management degree program. If you are interested in pursuing a career in management or perhaps in owning your own business, contact an NPC advisor to determine the best pathway to help you achieve your goals. (visit www.npc.edu/advising)

Admission Requirements

Admission requirements ensure that all students pursuing the Bachelor of Applied Management degree are prepared with the foundational knowledge necessary to succeed in the program. Entry requirements are:

- Possess an earned associate degree with a minimum of 60 credits from an accredited college or university with a cumulative GP A of 2.0 or higher. Students with associate degrees that are less than 60 credits, please contact an academic advisor at www.npc.edu/advising.
- Completion of at least 15 credits of general education, to include:
 - Completion of ENL 101 – College Composition I with a C or higher.
 - Completion of 3 credits in mathematics 100-level or higher with a C or higher.
 - Completion of 4 credits in Physical and Biological Sciences with a C or higher.
- Completion of BUS 127, BUS 203, BUS 206, BUS 217, BUS 218, ECN 211, ECN 212.

Admission to the college does not guarantee admission to the BAM program. Enrollment in upper division courses (300 and 400 level) requires program admission.

Graduation Requirements:

To obtain the Bachelor of Applied Management from NPC, the candidate must:

Complete the program with a cumulative GPA of 2.0 or better by satisfying the degree requirements as published in the applicable NPC Catalog prior to the date of graduation.

Have a cumulative GPA of 2.0 or better in courses taken at NPC. Only grades of C or better will be accepted. Courses may be repeated by students if needed.

Have a minimum of 30 credits in residence at NPC that apply towards the degree being pursued and meet the requirements for the applicable NPC catalog. Credits obtained by assessment may not be used toward the residency requirement.

Bachelor of Applied Management (BAM) • Total Credits 120

** To be offered pending Higher Learning Commission (date*

Earned associate degree..... 60 credits minimum

Lower Division Requirements..... 30 credits

Students who have already met the 15 credit General Education requirement or completed any of the Business Lower Division Core courses below must select another course from the **list of Business electives** below.

General Education..... 15 credits

Mathematics 3 credit minimum

MAT 112 Algebra II: Intermediate (or higher)3 credits

Communications 3 credit minimum

ENL 102 College Composition II3 credits

OR ENL 109 Technical Writing

General Education Courses 9 credit minimum

TO INCLUDE

ECN 211 Principles of Macroeconomics3 credits

ECN 212 Principles of Microeconomics3 credits

Business Lower Division Core 15 credits

BUS 127 Microsoft Office Level I.....3 credits

OR CIS 105 Computer Applications and Information Technology

BUS 203 Introduction to Business Communication.....3 credits

BUS 206 Legal, Ethical, Global & Regulatory Environment of Business3 credits

OR HES 120 Law and Ethics of the Health Care Professional

BUS 217 Principles of Financial Accounting3 credits

BUS 218 Principles of Managerial Accounting3 credits

Business Electives..... 3-45 credits

Classes with an Asterisk (*) are **recommended courses** if not already completed.

BUS 100 Introduction to Business*3 credits

BUS 105 Techniques of Supervision*3 credits

BUS 106 Techniques of Personal Finance3 credits

BUS 110 Small Business Management*.....3 credits

BUS 114 Survey of Accounting.....3 credits

BUS 122 Computerized Accounting with QuickBooks*3 credits

BUS 124 Basic Keyboarding and Document Processing.....2 credits

BUS 128 Microsoft Excel Applications for Business.....3 credits

BUS 185 Ethics in Management*3 credits

BUS 201 Quantitative Methods	3 credits
BUS 210 Principles of Management	3 credits
BUS 220 Principles of Marketing.....	3 credits
BUS 225 Human Resource Management*.....	3 credits
BUS 230 Organizational Leadership*.....	3 credits
Any 100- or 200-level course	3 credits

Business Upper Division Core 30 credits

(All students must take the courses listed below.)

BUS 320 Marketing and Communications Management.....	3 credits
BUS 325 Managing Organizational Change.....	3 credits
BUS 360 Diversity in Organizations	3 credits
BUS 380 Understanding the Supply Chain	3 credits
BUS 400 Introduction to Project Management.....	3 credits
BUS 490 Applied Management Capstone.....	3 credits
CIS 405 Information System Management	3 credits

Choose an area of emphasis below:

Entrepreneurship and Leadership9 credits

BUS 310 Introduction to Strategic Management	3 credits
BUS 418 Financial Management	3 credits
BUS 440 Principles of International Business.....	3 credits

Medical Administration.....9 credits

BUS 330 Organization Management in Healthcare	3 credits
BUS 419 Healthcare Finance and Revenue Cycles.....	3 credits
BUS 445 Healthcare Economics and Data Management	3 credits

REQUEST TO APPROVE THE BACHELOR OF ARTS, ELEMENTARY EDUCATION

Recommendation:

The Instructional Council (IC) recommends approval of the Bachelor of Arts, Elementary Education Degree.

Summary:

Arizona and the country are facing significant teacher shortages. Finding qualified teachers is significantly more difficult in rural communities where there is a high percentage of individuals lacking degrees in any field. The communities of Navajo and Apache Counties have turned to grow your own models, and there is growing excitement as NPC has established its first bachelor's degree in early childhood education. School paraprofessionals have been encouraged by both their principals and their colleagues to seek education degrees at NPC with this hopeful future in mind.

Data collected to support the BAS in Early Childhood Education supports the need for NPC to implement other degrees that lead to teacher certification. In summer of 2021, we submitted a survey to all districts and tribal schools throughout Navajo and Apache Counties. That survey asked if NPC should do education bachelor's degrees and 100% of respondents said, "YES"! We also asked if districts would be willing to partner with NPC and use student interns using a special student teaching intern certificate called a "STIC" so that students could get paid during their capstone experiences, and 100% of respondents said, "yes".

In the spring of 2022, the Early Childhood Department brought together a community advisory group. This group included two district principal and our NAVIT coordinator among others. After conferring about the early childhood program, the principals indicated their additional needs for teachers at all grade levels.

Labor Market data indicates:

- Navajo County – 37 annual education openings, a slightly upward trend.
- Apache County – 25 annual education openings, a slightly downward trend.

All indicators nationally continue to lean to a crisis in the market of qualified teachers. In January 2021, Arizona superintendents surveyed indicated that they had 24% of positions vacant. That number grew to 31% in January 2022. Locally, we have anecdotal data of schools hiring a large number of uncertified teachers on “emergency substitute certificates.” This practice has continued, and these emergency certificates require no degree whatsoever.

The BA-EE aligns with the college mission by addressing the significant teacher shortage across Navajo and Apache Counties, and in turn provides NPC students with career opportunities that lead to their economic enrichment. Currently, NPC students interested in the teaching profession must either conduct their studies almost entirely online or travel away from their homes to access their education. The BA-EE will provide NPC students an accessible teacher preparation program built on the foundation relationship-based learning and instruction. Students in the program will also have access to local schools with which NPC will partner throughout the district.

The intended program would support students in becoming Arizona certified teachers for Elementary Education, Kindergarten through 8th grade. Both student and employer demand from NPC conducted surveys indicated a strong interest in the college offering and awarding bachelor’s degrees that lead to teacher certification. Market demand exists both locally and statewide. Based on the data, interest, socio-economic, and community need, it is recommended that a BA-EE is established and implemented in Fall 2024.

Here is a link to the [Feasibility Study](#).

Bachelor’s Degree

** To be offered pending Higher Learning Commission Approval*

Bachelor of Arts, Elementary Education

The Bachelor of Arts in Elementary Education (BAEE) degree provides candidates with specialized, professional preparation leading to a career in teaching Kindergarten through eighth grade. The BAEE offers a program that sets the groundwork to enter the education profession as a responsive and student-focused educator. Providing coursework aligned national and state professional standards, the BAEE is an Arizona Department of Education (ADE) approved teacher preparation program (pending approval) that leads to certification in Elementary Education.

Students who complete all program requirements will be eligible to receive “Institutional Recommendation” (IR) from the college. Graduates then take their IR, along with other required documentation, to ADE to apply for an elementary education teaching certificate. Using an IR to apply for teacher certification streamlines the process by eliminating the need for ADE to conduct a course by course transcript review. The IR provides the graduate with the benefits of faster processing and reduced fees for the teacher certification application.

Admission to the college does not guarantee admission to the BAEE program. The BAEE program requires demonstration of prior college success and the ability to work in the field of teaching. Lower division (100 and 200 level) courses may be taken prior to program admission. Enrollment in BAEE upper division courses (300 and 400 level) requires admission to an educator preparation bachelor's degree program.

Requirements:

To be considered for admission, students must meet the following criteria:

- An earned Associate Degree or higher from an accredited institution.
- An overall GPA of 2.0 or above on a 4.0 scale.
- A current Level I Fingerprint clearance card.

Selection Criteria:

NPC graduates earning an AAEE will be automatically admitted into the BAEE program if they maintain continuous enrollment upon graduation. Students not automatically admitted must complete a program application for review and acceptance.

Priority admission will be given in the following order:

1. NPC graduates with an earned AAEE.
2. NPC graduates with an earned Associate Degree in any education program.
3. Graduates with an Associate Degree in Elementary Education from another accredited institution.
4. Graduates with an Associate or Bachelor's Degree in any field.

Bachelor of Arts in Elementary Education (BA-EE) • 120 credits

Complete the AAEE in Elementary Education (60 course credits) and the following courses not taken as part of your Associate Degree:

Core Requirements45 credits

EDP 301 Foundations in Reading.....	3 credits
EDP 302 Curricular Approaches to Education and Learning	3 credits
EDP 322 Instructional Effectiveness for Children with Exceptionalities.....	3 credits
EDP 375 Educational Policies, Partnerships, and Ethics.....	3 credits
EDP 400 Introduction to Educational Research	3 credits
EDP 401 Essentials of Reading Instruction and Intervention	3 credits
EDP 402 Psychology of Learning.....	3 credits
EDP 408 Evaluating Learning Across the Curriculum	3 credits
EDU 250 Critical and Evaluative Reading.....	3 credits
EDU 280 Introduction to Structured English Immersion Augmented	3 credits
EDU 291 Children's Literature	
OR ENL 291 Children's Literature.....	3 credits
EDU 307 Writing and the Arts	3 credits
EDU 328 Social Studies Education	3 credits
EDU 387 Methods of Science and Inquiry	3 credits
MTE 301 Methods and Mathematical Practices for K-8 Teaching	3 credits

Discipline Studies1 credit

POS 221 Arizona Constitution and Government1 credit

Field-Based Teaching Requirements..... 14 credits

PRACTICUM

EDU 390 Elementary Practicum I.....1 credit

Take concurrently with EDP 322

EDU 391 Elementary Practicum II.....2 credit

Take concurrently with EDP 301 and EDP 401

EDU 392 Elementary Practicum III.....2 credit

Take concurrently with EDU 387 and MTE 301

STUDENT TEACHING

EDU 490 Elementary Education Capstone..... 9 credits

Request to Purchase a New Vehicle

Recommendation:

Staff recommends the purchase of a new vehicle from San Tan Ford in the amount of \$59,286.38 including sales tax for the Facilities department.

Procurement Process and Budget Information:

A state contract with San Tan Ford, #S9F/CTR059323, will be used to make this purchase. The purchase price of this vehicle is included in the fiscal year 2024 budget for the Facilities department.

Summary:

The NPC fleet currently has 4 trucks that are 2003 and older and parts are difficult to find. Lack of parts makes normal maintenance and necessary repairs a challenge potentially leaving NPC with unsafe vehicles. It is time to replace one of the vehicles for a newer safer model. A new vehicle will improve the fuel consumption from 7-8mpg to 16mpg. The vehicles assigned to the Facilities department are used to travel to all seven Navajo County locations and two Apache County locations, including microwave tower locations. The truck is in stock and available for immediate delivery.



Prepared for: Justin White, Northland Pioneer College | Mobile: 928-205-1165
Email: justin.white@npc.edu
End User FIN Code: QS037

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)
VIN: 1FT8X3BA6PEE07596 | Price Level: 350 | Stock No: 232805



Client Proposal

Prepared by:
Joe Sanchez
Office: 480-621-3741
Email: joesanchez@santanford.com
Quote ID: 232805-1
Date: 10/07/2023





Government Fleet Account Manager

Joe Sanchez (480) 621-3741 joesanchez@santanford.com
 Department Fax (480) 621-3796

Date: October 7, 2023

Customer: Northland Pioneer College

Line Item/State Contract #: X3B / CTR059323 Phase 2

Vehicle Description: 2023 Ford F350 Super Cab 4X4 Long Bed

with 6.8L V8 Gas Engine - Stock# 232805

Base Bid Price \$58,475.00

Upgrade Options

1 All-Terrain Tires	Included in Price
2 3.73 Locking Rear Axle	Included in Price
3 FX4 Off-Road Package	Included in Price
4 Steel 18" Wheels	Included in Price
5 Upfitter Switches	Included in Price
6 XL Chrome Package	Included in Price
7 Power Equipment Group	Standard Equipment
8 Cruise Control	Standard Equipment
9 8% MSRP Phase 2 Discount	Standard Equipment
10 Cruise Control	Standard Equipment
11 8% MSRP Phase 2 Discount	(4,678.00)
12 Window Tint	300.00
13 4 Keys with FOBS	Included in Price
14 Dealer Installed Running Boards	895.00
15	
16	
17	
18	
19	
20	

(\$3,483.00)

Bid Price (with options) **\$54,992.00**

Tire Tax 5.00
 Sales Tax (7.80%) 4,289.38

Ford Extended Service Plan

Transportation Fee

Total Delivered Price **\$59,286.38**

Notes: Pricing is FOB Gilbert

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

As Configured Vehicle

Code	Description	MSRP
Base Vehicle		
X3B	Base Vehicle Price (X3B)	\$54,345.00
Packages		
610A	Order Code 610A <i>Includes:</i> - Engine: 6.8L 2V DEVCT NA PFI V8 Gas - Transmission: TorqShift-G 10-Speed Automatic <i>Includes SelectShift and selectable drive modes: normal, eco, slippery roads, tow/haul and off-road.</i> - Radio: AM/FM Stereo w/MP3 Player <i>Includes 4 speakers.</i> - SYNC 4 <i>Includes 8" LCD capacitive touchscreen with swipe capability, wireless phone connection, cloud connected, AppLink with app catalog, 911 Assist, Apple CarPlay and Android Auto compatibility and digital owner's manual.</i>	N/C
Powertrain		
99A	Engine: 6.8L 2V DEVCT NA PFI V8 Gas	Included
44F	Transmission: TorqShift-G 10-Speed Automatic <i>Includes SelectShift and selectable drive modes: normal, eco, slippery roads, tow/haul and off-road.</i>	Included
X3E	Electronic-Locking w/3.73 Axle Ratio	\$430.00
NONGV3	GVWR: 11,800 lb Payload Package	Included
Wheels & Tires		
TDX	Tires: LT275/70Rx18E BSW A/T (4) <i>Spare may not be the same as road tire.</i> <i>Includes:</i> - GVWR: 11,800 lb Payload Package	\$265.00
64F	Wheels: 18" Argent Painted Steel <i>Includes painted hub covers/center ornaments.</i>	\$455.00
Seats & Seat Trim		
1	Cloth 40/20/40 Split Bench Seat <i>Includes center armrest, cupholder, storage and driver's side manual lumbar.</i>	\$100.00
Other Options		

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board Packet Page 59

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

As Configured Vehicle (cont'd)

Code	Description	MSRP
164WB	164" Wheelbase	STD
PAINT	Monotone Paint Application	STD
587	Radio: AM/FM Stereo w/MP3 Player <i>Includes 4 speakers.</i> <i>Includes:</i> - SYNC 4 <i>Includes 8" LCD capacitive touchscreen with swipe capability, wireless phone connection, cloud connected, AppLink with app catalog, 911 Assist, Apple CarPlay and Android Auto compatibility and digital owner's manual.</i>	Included
96V	XL Chrome Package <i>Includes:</i> - BoxLink <i>Includes 4 premium locking cleats and interface brackets.</i> - Bright Chrome Hub Covers & Center Ornaments - Chrome Front Bumper - Chrome Rear Step Bumper - Halogen Fog Lamps	\$225.00
17X	FX4 Off-Road Package <i>Includes:</i> - Hill Descent Control - Off-Road Specifically Tuned Shock Absorbers <i>Includes front/rear.</i> - Transfer Case & Fuel Tank Skid Plates - Unique FX4 Off-Road Box Decal	\$495.00
67D	190 Amp Alternator	Included
66S	Upfitter Switches (6) <i>Located in overhead console.</i> <i>Includes:</i> - 190 Amp Alternator	\$165.00

Fleet Options

WARANT	Fleet Customer Powertrain Limited Warranty	N/C
--------	--	-----

Requires valid FIN code.

Ford is increasing the 5-year 60,000-mile limited powertrain warranty to 5-years, 100,000 miles. Only Fleet purchasers with a valid Fleet Identification Number (FIN code) will receive the extended warranty. When the sale is entered into the sales reporting system with a sales type fleet along with a valid FIN code, the warranty extension will automatically be added to the vehicle. The extension will stay with the vehicle even if it is subsequently sold to a non-fleet customer before the expiration. This extension applies to both gas and diesel powertrains. Dealers can check for the warranty extension on eligible fleet vehicles in OASIS. Please refer to the Warranty and Policy Manual section 3.13.00 Gas Engine Commercial Warranty. This change will also be reflected in the printed Warranty Guided distributed with the purchase of every new vehicle.

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

As Configured Vehicle (cont'd)

Code	Description	MSRP
Emissions		
425	50-State Emissions System	STD
Exterior Color		
Z1_01	Oxford White	N/C
Interior Color		
1S_06	Medium Dark Slate w/Cloth 40/20/40 Split Bench Seat	N/C
SUBTOTAL		\$56,480.00
Destination Charge		\$1,995.00
TOTAL		\$58,475.00

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board [Packet Page 61](#)

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Pricing Summary - Single Vehicle

		MSRP
<i>Vehicle Pricing</i>		
Base Vehicle Price		\$55,345.00
Options		\$2,135.00
Colors		\$0.00
Upfitting		\$0.00
Fleet Discount		\$0.00
Fuel Charge		\$0.00
Destination Charge		\$1,995.00
Subtotal		\$58,475.00
<i>Pre-Tax Adjustments</i>		
Code	Description	MSRP
Discount	San Tan Ford Vehicle Discount	-\$4,678.00
Tint	Window Tint	\$300.00
Running Boards	Running Boards	\$895.00
Subtotal		\$54,992.00
<i>Sales Taxes</i>		
Code	Description	MSRP
City Sales Tax	Gilbert Sales Tax	\$824.88
State Tax	Arizona State Sales Tax	\$3,464.50
Subtotal		\$59,281.38
<i>Post-Tax Adjustments</i>		
Code	Description	MSRP
Tire Tax	Tire Tax	\$5.00
Subtotal		\$59,286.38
Total		\$59,286.38

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board [Packet Page 62](#)

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Pricing Summary - Single Vehicle

Customer Signature

Acceptance Date

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs

Dimensions

- * **Conventional Capacity: 13,900 lbs.**
- Fifth-wheel towing capacity: 13,700 lbs.
- Cargo box length: 98.1"
- Cargo box volume: 78.5 cu.ft.
- Cargo box max width: 66.9"
- Cargo box length feet: 8.0
- Vehicle body width: 80.0"
- Wheelbase: 164.0"
- Rear track: 67.2"
- Cab to axle: 56.1"
- Frame yield strength (psi): 50000.0
- Front bumper to back of cab: 146.3"
- Rear brake diameter: 14.3"
- Max interior rear cargo volume: 31.6 cu.ft.
- Headroom first-row: 40.8"
- Leg room first-row: 43.9"
- Shoulder room first-row: 66.7"
- Hip room first-row: 62.5"
- GCWR: 21,000 lbs.
- * **Gooseneck towing capacity: 13,800 lbs.**
- Cargo box min width: 50.5"
- Pickup box depth: 21.1"
- Cargo box tailgate width: 60.5"
- Vehicle body length: 254.4"
- Vehicle body height: 81.2"
- Front track: 68.3"
- Vehicle turning radius: 27.1'
- Frame section modulus: 10.7 cu.in.
- Front bumper to front axle: 38.2"
- Front brake diameter: 14.3"
- Interior rear cargo volume with seats folded: 31.6 cu.ft.
- Total passenger volume: 116.0 cu.ft.
- Headroom second-row: 40.3"
- Leg room second-row: 33.5"
- Shoulder room second-row: 65.8"
- Hip room second-row: 64.7"

Powertrain

- 6.8L V-8 variable valve control, engine with 405HP
- Injection Type: sequential MPI
- Horsepower: 405 HP@5000 RPM
- Radiator
- Part-time 4WD
- Recommended fuel: regular unleaded
- Auto locking hub control
- * **Driver selectable rear locking differential**
- Engine cylinders: V-8
- Spark ignition system
- Torque: 445 lb.-ft. @4000 RPM
- TorqShift 10-speed automatic
- Four-wheel drive
- All-speed ABS and driveline traction control
- Electronic transfer case shift

Fuel Economy and Emissions

- Gasoline secondary fuel type
- Federal emissions

Suspension and Handling

- * **Off-road ride suspension**
- * **Premium grade rear shock absorbers**
- * **Premium grade front shock absorbers**

Driveability

- 4-wheel disc brakes
- Front and rear ventilated disc brakes

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

- 4-wheel antilock (ABS) brakes
- Brake assist system
- Hill Start Assist
- Front anti-roll bar
- Rigid axle rear suspension
- Hydraulic power-assist steering system
- 2-wheel steering system
- Four channel ABS brakes
- * **Hill Descent Control**
- Mono-beam rigid axle front suspension
- Front coil springs
- Leaf spring rear suspension
- Re-circulating ball steering

Body Exterior

- Trailer wiring harness
- Standard style pickup box
- Clearcoat paint
- * **Exterior decal**
- Black windshield trim
- * **Chrome front bumper**
- 2 front tow hooks
- Rear bumper step
- Black door mirrors
- Convex spotter in driver and passenger side door mirrors
- Reverse opening left rear passenger door
- Tailgate
- * **18 x 8-inch front and rear argent steel wheels**
- 4 doors
- Pickup bed-rail protectors
- Monotone paint
- Black side window trim
- Black door handles
- * **Body-coloured front bumper rub strip**
- * **Chrome rear bumper**
- Black grille
- Manual extendable trailer mirrors
- Turn signal indicator in door mirrors
- Reverse opening right rear passenger door
- * **LT275/70RS18 AT BSW front and rear tires**

Convenience

- Power door locks with 2 stage unlocking
- All-in-one remote fob and ignition key
- Cruise control with steering wheel mounted controls
- Day/Night rearview mirror
- Integrated side steps
- Illuminated locking glove box
- Front beverage holders
- 8 beverage holders
- Dashboard storage
- PRND in IP
- * **Upfitter switches**
- Keyfob activated front door locks
- Power tailgate/rear door lock
- FordPass Connect smart device vehicle start control
- Power first-row windows
- Fixed rear windshield
- Illuminated glove box
- Rear beverage holders
- Instrument panel covered bin
- Retained accessory power
- Trip computer
- Over the air updates

Comfort

- Manual climate control
- Rear under seat climate control ducts
- Cabin air filter
- Cloth headliner material

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

- Full headliner coverage
- Full floor coverage
- Carpet rear seatback upholstery
- Manual telescopic steering wheel
- Full vinyl floor covering
- Vinyl rear seat upholstery
- Manual tilting steering wheel
- Urethane steering wheel

Seats and Trim

- Seating capacity: 6
- Split-bench front seat
- Front passenger seat with 4-way directional controls
- Manual front seat head restraint control
- Front seat armrest storage
- Manual driver seat fore/aft control
- Manual passenger seat fore/aft control
- Split-bench rear seat
- Manual driver seat lumbar
- 40-20-40 split-bench front seat
- Driver seat with 4-way directional controls
- Height adjustable front seat head restraints
- Front seat center armrest
- Manual reclining driver seat
- Manual reclining passenger seat
- Fixed rear seats
- Height adjustable rear seat head restraints
- * **Cloth front seat upholstery**

Entertainment Features

- 2 total number of 1st row displays
- Primary touchscreen display
- In-vehicle audio
- FM radio
- SYNC 4 external memory control
- Standard grade speakers
- SYNC 4 voice activated audio controls
- Bluetooth wireless audio streaming
- 8 inch primary LCD display
- AM/FM stereo radio
- AM radio
- Seek scan
- Speakers number: 4
- Steering wheel mounted audio controls
- Speed sensitive volume
- Fixed audio antenna

Lighting, Visibility and Instrumentation

- Digital/analog instrumentation display
- Trip odometer
- Compass
- Driver information center
- Tachometer
- Engine/electric motor temperature gauge
- Engine hour meter
- Aero-composite headlights
- Autolamp auto on/off headlight control
- Delay-off headlights
- Variable intermittent front windshield wipers
- Illuminated entry
- Daytime running lights
- High mounted center stop light
- Configurable instrumentation gauges
- In-radio display clock
- Exterior temperature display
- Gauge cluster display size (inches): 4.20
- Oil pressure gauge
- Transmission fluid temperature gauge
- Light tinted windows
- Halogen headlights
- Multiple enclosed headlights
- DRL preference setting
- Front reading lights
- Variable instrument panel light
- * **Front fog lights**
- Pickup box cargo light

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

- Remote activated perimeter approach lighting
- Fade interior courtesies lights

Technology and Telematics

- SYNC 4 911 Assist emergency SOS system via mobile device
- AppLink/Apple CarPlay and Android Auto smart device wireless mirroring
- 2 USB ports
- SYNC 4 handsfree wireless device connectivity
- FordPass Connect 5G mobile hotspot internet access

Safety and Security

- Driver front impact airbag
- Safety Canopy System curtain first and second-row overhead airbags
- Seat mounted side impact front passenger airbag
- Rear seat center 3-point seatbelt
- SecuriLock immobilizer
- Rear mounted camera
- Seat mounted side impact driver airbag
- Cancellable front passenger air bag
- 6 airbags
- Front height adjustable seatbelts
- Remote panic alarm
- AdvanceTrac w/Roll Stability Control electronic stability control system with anti-roll

Dimensions

General Weights

* Curb weight	6,633 lbs.	* Rear curb weight	2,710 lbs.
* GVWR	11,800 lbs.	* Payload	5,067 lbs.

Trailer Weights

Fifth-wheel towing capacity	13,700 lbs.	* Gooseneck towing capacity	13,800 lbs.
* Conventional capacity	13,900 lbs.	GCWR	21,000 lbs.

Front Weights

* Front curb weight	3,923 lbs.	* GAWR front	5,200 lbs.
Axle capacity front	6,000 lbs.	* Spring rating front	5,200 lbs.
* Tire/wheel capacity front	7,180 lbs.		

Rear Weights

* GAWR rear	7,230 lbs.	Axle capacity rear	7,280 lbs.
* Spring rating rear	7,230 lbs.	* Tire/wheel capacity rear	7,180 lbs.

Off Road

Min ground clearance	8.5"	Loading floor height	38.6 "
Approach angle	17.8	Departure angle	20.1

Exterior Measurements

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board [Packet Page 67](#)

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Vehicle body length	254.4"	Vehicle body width	80.0"
Vehicle body height	81.2"	Wheelbase	164.0"
Cargo box length	98.1"	Front brake diameter	14.3"
Cargo box min width	50.5"	Rear brake diameter	14.3"
Cargo box volume	78.5 cu.ft.	Pickup box depth	21.1"
Cargo box max width	66.9"	Cargo box tailgate width	60.5"
Cargo box length feet	8.0	Front track	68.3"
Rear track	67.2"	Vehicle turning radius	27.1'
Cab to axle	56.1"	Frame section modulus	10.7 cu.in.
Frame yield strength (psi)	50000.0	Front bumper to front axle	38.2"
Front bumper to back of cab	146.3"		

Interior Measurements

Max interior rear cargo volume	31.6 cu.ft.	Interior rear cargo volume with seats folded	31.6 cu.ft.
--------------------------------	-------------	--	-------------

Interior Volume

Total passenger volume	116.0 cu.ft.
------------------------	--------------

Headroom

Headroom first-row	40.8"	Headroom second-row	40.3"
--------------------	-------	---------------------	-------

Legroom

Leg room first-row	43.9"	Leg room second-row	33.5"
--------------------	-------	---------------------	-------

Shoulder Room

Shoulder room first-row	66.7"	Shoulder room second-row	65.8"
-------------------------	-------	--------------------------	-------

Hip Room

Hip room first-row	62.5"	Hip room second-row	64.7"
--------------------	-------	---------------------	-------

Powertrain

Engine

Engine 6.8L V-8 variable valve control, engine with 405HP	Valves per cylinder	2	
Engine cylinders	V-8	Injection type	sequential MPI
Engine location	Front mounted engine	Ignition	Spark ignition system
Engine mounting direction	Longitudinal mounted engine	Engine block material	Iron engine block
Cylinder head material	Aluminum cylinder head		

Engine Specs

Displacement	6.8L	cc	415 cu.in.
Bore	4.22"	Stroke	3.68"
Compression ratio	10.8	SAEJ1349	AUG2004 compliant

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) [Navajo County Community College District Governing Board](#) [Packet Page 68](#)

Prepared for: Justin White



Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023

San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Engine Power

Horsepower 405 HP@5000 RPM Torque 445 lb.-ft. @4000 RPM

Alternator

* Alternator amps **190A** * Alternator type **Heavy-duty alternator**

Battery

Battery amps 78Ah Battery type HD lead acid battery
Battery rating 750CCA Battery run down protection Battery run down protection

Engine Extras

Radiator Radiator

Transmission

Transmission TorqShift 10-speed automatic Transmission electronic control Transmission electronic control
Overdrive transmission Overdrive transmission Lock-up transmission Lock-up transmission
First gear ratio 4.696 Second gear ratio 2.985
Third gear ratio 2.146 Fourth gear ratio 1.769
Fifth gear ratio 1.52 Sixth gear ratio 1.275
Reverse gear ratio 4.866 Seventh gear ratio 1
Eighth gear ratio 0.854 Ninth gear ratio 0.689
Tenth gear ratio 0.636 Stall ratio 1.97
Selectable mode transmission Selectable mode transmission
Sequential shift control SelectShift Sequential shift control
Transmission oil cooler Transmission oil cooler

Drive Type

4WD type Part-time 4WD Drive type Four-wheel drive

Drivetrain

Axle ratio 3.73

Exhaust

Tailpipe Stainless steel single exhaust

Fuel

Fuel type regular unleaded

Fuel Tank

Fuel tank capacity 34.00 gal.

Drive Feature

Traction control All-speed ABS and driveline traction control Locking hub control Auto locking hub control

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board [Packet Page 69](#)

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Transfer case Electronic transfer case shift

*** Rear locking differential Driver selectable rear locking differential**

Fuel Economy and Emissions

Fuel Economy

Secondary fuel type Gasoline secondary fuel type

Emissions

Emissions Federal emissions

Suspension and Handling

Suspension

*** Suspension Off-road ride suspension**

*** Front shock absorbers Premium grade front shock absorbers**

*** Rear shock absorbers Premium grade rear shock absorbers**

Driveability

Brakes

Brake type 4-wheel disc brakes

Ventilated brakes Front and rear ventilated disc brakes

ABS brakes Four channel ABS brakes

ABS brakes 4-wheel antilock (ABS) brakes

Brake Assistance

Hill start assist Hill Start Assist

*** Hill control Hill Descent Control**

Brake assist system Brake assist system

Front Suspension

Anti-roll bar front Front anti-roll bar

Suspension ride type front Mono-beam rigid axle front suspension

Front Spring

Regular front springs Regular front springs

Springs front Front coil springs

Rear Spring

Springs rear Rear leaf springs

Rear springs Heavy-duty rear springs

Rear Suspension

Suspension type rear Leaf spring rear suspension

Suspension ride type rear Rigid axle rear suspension

Steering

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board [Packet Page 70](#)

Prepared for: Justin White



Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023

San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Steering Hydraulic power-assist steering system
Steering type Re-circulating ball steering
Steering type number of wheels 2-wheel steering system

Exterior

Front Wheels

* Front wheels diameter **18"** * Front wheels width **8"**

Rear Wheels

* Rear wheels diameter **18"** * Rear wheels width **8"**

Front And Rear Wheels

Appearance argent Material steel

Front Tires

* Aspect **70** * Diameter **18"**
Sidewalls BSW Speed S
* Tread **AT** Type LT
* Width **275mm** * Front wheel - RPM **628**

Rear Tires

* Aspect **70** * Diameter **18"**
Sidewalls BSW Speed S
* Tread **AT** Type LT
* Width **275mm** * Rear wheel - RPM **628**

Body Exterior

Trailer

Towing capability Trailer towing capability Towing class Class V tow rating
Towing hitch Trailer hitch Towing wiring harness Trailer wiring harness
Towing brake controller Trailer brake controller Towing trailer sway Trailer sway control

Exterior Features

Box style Standard style pickup box Number of doors 4 doors
* Skid plate **2 underbody skid plates**

Body

Body panels Aluminum body panels with side impact beams

Mirrors

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board Packet Page 71

Prepared for: Justin White



Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023

San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Convex spotter Convex spotter in driver and passenger side door mirrors

Turn signal in door mirrors Turn signal indicator in door mirrors

Spare Tire

Spare tire .. Full-size spare tire with steel wheel

Spare tire location Crank-down spare tire

Tires

Front tires LT load rating E

Rear tires LT load rating E

Wheels

* **Wheel covers** **Chrome hub wheel covers**

Convenience

Door Locks

Door locks Power door locks with 2 stage unlocking
All-in-one key All-in-one remote fob and ignition key

Keyfob door locks ... Keyfob activated front door locks
Tailgate control Power tailgate/rear door lock

Cruise Control

Cruise control Cruise control with steering wheel mounted controls

Key Fob Controls

Fob remote vehicle controls FordPass Connect smart device vehicle start control

Rear View Mirror

Day/Night rearview mirror Day/Night rearview mirror

Exterior Mirrors

Door mirrors Power door mirrors
Heated door mirrors Heated driver and passenger side door mirrors

Folding door mirrors Manual folding door mirrors

Front Side Windows

First-row windows Power first-row windows

Overhead Console

Overhead console Full overhead console

Overhead console storage Overhead console storage

Passenger Visor

Visor passenger mirror Passenger visor mirror

Power Outlets

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board [Packet Page 72](#)

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

12V power outlets 2 12V power outlets

Pickup Box

Boxside steps Integrated side steps

Rear Windshield

Rear windshield Fixed rear windshield

Storage

Number of beverage holders 8 beverage holders

Beverage holders rear Rear beverage holders

Illuminated glove box Illuminated glove box

Dashboard storage Dashboard storage

Windows Feature

One-touch up window Driver and passenger
one-touch up windows

Windows Rear Side

Second-row windows Power second-row
windows

Miscellaneous

Trip computer Trip computer

* **Upfitter switches** **Upfitter switches**

Over the air updates Over the air updates

Beverage holders Front beverage holders

Glove box Illuminated locking glove box

Instrument panel storage Instrument panel
covered bin

One-touch down window Driver and passenger
one-touch down windows

PRND in IP PRND in IP

Accessory power Retained accessory power

Comfort

Climate Control

Climate control Manual climate control

Rear under seat ducts Rear under seat climate
control ducts

Cabin air filter Cabin air filter

Headliner

Headliner material Cloth headliner material

Headliner coverage Full headliner coverage

Floor Trim

Floor covering Full vinyl floor covering

Floor coverage Full floor coverage

Second-Row Seat Trim

Rear seat upholstery Vinyl rear seat upholstery

Rear seatback upholstery Carpet rear seatback
upholstery

Steering Wheel

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Steering wheel telescopic steering wheel Manual telescopic steering wheel
Steering wheel tilt Manual tilting steering wheel

Steering wheel material Urethane steering wheel

Seats and Trim

Seat Capacity

Seating capacity 6

Front Seats

Front seat type Split-bench front seat

Driver seat direction Driver seat with 4-way directional controls

Driver seat fore/aft control Manual driver seat fore/aft control

Passenger seat direction Front passenger seat with 4-way directional controls

Split front seats 40-20-40 split-bench front seat

Reclining passenger seat Manual reclining passenger seat

Passenger seat fore/aft control Manual passenger seat fore/aft control

Front head restraints Height adjustable front seat head restraints

Front head restraint control Manual front seat head restraint control

Armrests front center Front seat center armrest

Armrests front storage Front seat armrest storage

Reclining driver seat Manual reclining driver seat

Rear Seats

Bench seats Split-bench rear seat

Rear seats fixed or removable Fixed rear seats

Folding second-row seats 60-40 folding rear seats

Rear seat direction Front facing rear seat

Rear seat folding position Fold-up rear seat cushion

Rear head restraints Height adjustable rear seat head restraints

Rear head restraint control Manual rear seat head restraint control

Number of rear head restraints 3 rear seat head restraints

Lumbar Seats

Driver lumbar Manual driver seat lumbar

Front Seat Trim

* Front seat upholstery Cloth front seat upholstery

* Front seatback upholstery Cloth front seatback upholstery

Interior Accents

Interior accents Chrome interior accents

Gearshifter Material

Gearshifter material Urethane gear shifter material

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board Packet Page 74

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Entertainment Features

LCD Displays

Primary touchscreen display	Primary touchscreen display	Number of first-row LCD displays	2
LCD primary display size	8 inch primary LCD display	total number of 1st row displays	

Radio Features

External memory control	SYNC 4 external memory control	Seek scan	Seek scan
-------------------------	--------------------------------	-----------	-----------

Speakers

Speakers	Standard grade speakers	Speakers number	4
----------	-------------------------	-----------------	---

Audio Features

Steering mounted audio control	Steering wheel mounted audio controls	Speed sensitive volume	Speed sensitive volume
Voice activated audio	SYNC 4 voice activated audio controls	Wireless streaming	Bluetooth wireless audio streaming

Lighting, Visibility and Instrumentation

Instrumentation

Trip odometer	Trip odometer	Instrumentation display	Digital/analog instrumentation display
Configurable instrumentation gauges	Configurable instrumentation gauges		

Instrumentation Displays

Temperature display	Exterior temperature display	Driver information center	Driver information center
Clock	In-radio display clock	Compass	Compass

Instrumentation Gauges

Tachometer	Tachometer	Oil pressure gauge	Oil pressure gauge
Transmission temperature gauge	Transmission fluid temperature gauge	Engine/electric motor temperature gauge	Engine/electric motor temperature gauge
Gauge cluster display size (inches)	4.20	Engine hour meter	Engine hour meter

Instrumentation Warnings

Engine temperature warning	Engine temperature warning	Oil pressure warning	Oil pressure warning
Low fuel warning	Low fuel warning	Low brake fluid warning	Low brake fluid warning
Battery charge warning	Battery charge warning	Headlights on reminder	Headlights on reminder

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) [Navajo County Community College District Governing Board](#) [Packet Page 75](#)

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Key in vehicle warning . . . Key in vehicle warning
Service interval warning Service interval indicator

Door ajar warning Door ajar warning
Low tire pressure warning Tire specific low air pressure warning

Glass

Tinted windows Light tinted windows

Headlights

Headlights Halogen headlights
Auto headlights Autolamp auto on/off headlight control
Delay off headlights Delay-off headlights

Headlight type Aero-composite headlights
Multiple headlights Multiple enclosed headlights
DRL preference setting DRL preference setting

Front Windshield

Wipers Variable intermittent front windshield wipers

Interior Lighting

Illuminated entry Illuminated entry
Front reading lights Front reading lights

Variable panel light Variable instrument panel light

Lights

Running lights Daytime running lights
* **Fog lights** **Front fog lights**
Pickup box cargo light Pickup box cargo light

Interior courtesy lights Fade interior courtesy lights
High mount stop light High mounted center stop light
Perimeter approach lighting Remote activated perimeter approach lighting

Technology and Telematics

Connectivity

Handsfree SYNC 4 handsfree wireless device connectivity
Emergency SOS SYNC 4 911 Assist emergency SOS system via mobile device

Smart device integration AppLink/Apple CarPlay and Android Auto smart device wireless mirroring

Internet Access

Internet access FordPass Connect 5G mobile hotspot internet access

USB Ports

USB ports 2 USB ports

Safety and Security

Prices and content availability as shown are subject to change and should be treated as estimates only. Actual base vehicle, package and option pricing may vary from this estimate because of special local pricing, availability or pricing adjustments not reflected in the dealer's computer system. See salesperson for the most current information. [November 21, 2023](#) Navajo County Community College District Governing Board [Packet Page 76](#)

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Selected Equip & Specs (cont'd)

Airbags

Front impact airbag driver..... Driver front impact airbag	Number of airbags..... 6 airbags
Front impact airbag passenger... Cancellable front passenger air bag	Front side impact airbag driver Seat mounted side impact driver airbag
Front side impact airbag passenger. Seat mounted side impact front passenger airbag	Overhead airbags Safety Canopy System curtain first and second-row overhead airbags

Seatbelts

3-point seatbelt..... Rear seat center 3-point seatbelt	Height adjustable seatbelts..... Front height adjustable seatbelts
---	--

Security System

Immobilizer..... SecuriLock immobilizer	Remote panic alarm..... Remote panic alarm
---	--

Cameras

Rear camera..... Rear mounted camera

Traction Control

Electronic stability control... AdvanceTrac w/Roll Stability Control electronic stability control system with anti-roll

Prepared for: Justin White

Northland Pioneer College
Prepared by: Joe Sanchez
10/07/2023



San Tan Ford | 1429 East Motorplex Loop Gilbert Arizona | 852970410

2023 F-350 4x4 SD Super Cab 8' box 164" WB SRW XL (X3B)

Price Level: 350 | Stock No: 232805 | VIN: 1FT8X3BA6PEE07596 | Quote ID: 232805-1

Warranty

Standard Warranty

Basic Warranty

Basic warranty 36 months/36,000 miles

Powertrain Warranty

Powertrain warranty 60 months/60,000 miles

Corrosion Perforation

Corrosion perforation warranty 60 months/unlimited

Roadside Assistance Warranty

Roadside warranty 60 months/60,000 miles

Request to Purchase a Used Dump Truck

Recommendation:

Staff recommends the purchase of a used dump truck from United Rentals in the amount of \$54,999.31 including sales tax for the Facilities/Transportation department.

Procurement Process and Budget Information:

NPC will use state Contract, CNR01438, with United Rental for competitive pricing of this purchase. The purchase price of this vehicle is included in the fiscal year 2024 budget for the Facilities/Transportation department.

Summary:

During the last year NPC has eliminated 3 older dump trucks that were no longer dependable with rapidly increasing maintenance costs. The vehicles assigned to the Facilities department are used to travel to all Navajo County and Apache County locations, including microwave tower locations. The newer dependable dump truck will meet NPC needs for many years to come.



BRANCH 01J
 4221 S STATION MASTER DR
 TUCSON AZ 85714-3291
 520-888-4055
 520-888-4054 FAX

226595028

Job Site

NORTHLAND SHOW LOW CAMPUS
 SHOW LOW CAMPUS
 x:DEUCE OF CLUBS@SL WEST END
 SHOW LOW AZ 85901
Office: 928-524-7480 **Cell:** 928-205-1165

Customer # : 1238800
Quote Date : 11/06/23

UR Job Loc : SHOW LOW CAMPUS/DEUC
UR Job # : 7
Customer Job ID: 7
P.O. # : NPOR
Ordered By : JUSTIN WHITE
Written By : DAVID POLKABLA
Salesperson : DAVID POLKABLA

NORTHLAND PIONEER COLLEGE
 PO BOX 610
 HOLBROOK AZ 86025-0610

**This is not an invoice
 Please do not pay from this document**

Qty	Equipment #	Price	Amount
1	197107AH TRUCK DUMP 5 YARD NON CDL GAS Make: FORD Model: F-750 Model Year: 17 Lic: 3HN312 MI OUT: 24329.500	51837.24 Serial #: 1FDNF7AY3HDB10249 Wgt: 025999	51837.24
			Sub-total: 51837.24
			Tax: 3162.07
			Total: 54999.31
CONTACT: JUSTIN WHITE CELL#: 928-205-1165			

Note: This proposal may be withdrawn if not accepted within 30 days.

WHERE PERMITTED BY LAW, UNITED RENTALS MAY IMPOSE A SURCHARGE OF 1.8% FOR CREDIT CARD PAYMENTS ON CHARGE ACCOUNTS. THIS SURCHARGE IS NOT GREATER THAN OUR MERCHANT DISCOUNT RATE FOR CREDIT CARD TRANSACTIONS AND IS SUBJECT TO SALES TAX IN SOME JURISDICTIONS. THIS IS NOT A SALE AGREEMENT/INVOICE. THE ITEMS LISTED ABOVE ARE SUBJECT TO AVAILABILITY AND ACCEPTANCE OF THE TERMS AND CONDITIONS OF UNITED'S SALE AGREEMENT/INVOICE WHICH ARE AMENDED FROM TIME TO TIME AND POSTED ONLINE AT <https://www.unitedrentals.com/legal/sale-agreement> AND INCORPORATED HEREIN BY REFERENCE. A PAPER COPY OF THE SALE AGREEMENT/INVOICE TERMS IS AVAILABLE UPON REQUEST.

Board Member Travel for ACCT National Legislative Summit

Recommendation:

Staff recommends approval for Board Member Leslie to attend the Association of Community College Trustees (ACCT) National Legislative Summit (NLS) in Washington, DC.

Procurement Process and Budget Information:

Money for Board travel has been budgeted in this fiscal year and the remaining balance of funds can accommodate this request.

Summary:

Per Procedure 2036 – District Governing Board Travel “All travel for DGB members exceeding \$500 must be approved by the DGB prior to travel.”

The NLS is the premier community college advocacy event in Washington, DC, bringing together more than 1,000 community college leaders. The event shines a spotlight on the importance of our nation’s community colleges for Congress and the Administration.

The NLS is designed to inform and educate community college leaders on federal policy issues that impact postsecondary institutions and students. NLS participants will hear from members of U.S. Congress, leading political analysts, and other high-profile speakers about the current climate in D.C., recent elections, and legislative issues impacting community colleges.

Participants also have the opportunity to network with fellow community college leaders and meet with their U.S. representatives in Congress to advocate for their support for community colleges and their students. The ACCT NLS is the premier annual conference for community college leaders and the only national conference dedicated to community college trustees.

The approximate cost is \$4000.00 and dependent on any committee assignment that Mr. Leslie may receive from ACCT.



Request to Award Contract for ERP Data Clean-Up and Technical Support

Recommendation:

Staff recommends approval to contract with CampusWorks for data assessment and clean-up efforts, related to the Enterprise Resource Planning (ERP) implementation, for a total of \$138,093

Procurement Process and Budget Information:

Funds were budgeted by the Technology Advancement and Support Division as part of the ERP implementation process and State Contract Deliverables-Based IT Services (DBITS) Number DIR-CPO-4955 was used to ensure best value for Northland Pioneer College (NPC).

Summary:

The proposed work is for two major efforts: Data Quality Assessment & Jenzabar Technical Services. Total costs are \$138,093. All work to be done remotely by this third-party vendor, CampusWorks, between now and April 31, 2024.

The Data Quality Assessment (\$85,950 of the \$138,093 total) is a consultative engagement wherein CampusWorks uses their established set of queries to search for common, problematic data and configuration errors in our database, then helps set a refinement plan for said data. The assessment read-out will also include basic data governance structure recommendations.

This vendor will also provide 3 months of a half-time equivalent (.5 FTE) database administrator for technical support services (\$52,143 of the \$138,093 total) including NPC's prioritized clean-up work within the Jenzabar database.

CampusWorks is experienced and adept in this work; they've assisted dozens of colleges in similar efforts (please see the Statement of Work for specific examples). NPC has a good relationship with CampusWorks, having previously relied on them for technical assessments in 2022. Leadership strongly recommends this partnership and this work, specifically, for NPC's long-term ERP success. Before we extract, transform, and load data from our current ERP ("Jenzabar") into our new



Northland Pioneer College

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax: (928) 524-7312 • www.npc.edu

tool (“Anthology”), we must clean up the existing dataset. For years, Jenzabar’s outdated technology and configuration allowed incomplete and incorrect data entry (e.g., basic student contact or demographic information) and unstructured administration of this data, leaving NPC with a massive, ungoverned and unreliable dataset.

This data quality & control issue is among our top priorities in migrating to a new tool, one the ERP project team will fix by implementing smart configuration, data governance structures, and tightly-controlled administration in Anthology. However, waiting to fix our data issues until the ‘build’ phase of our ERP project will distract both our ERP vendor and our NPC staff and demand massive effort in a compressed timeline, and likely delay the project (a lesson learned from other Arizona colleges implementing Anthology).

Data is our #1 building block for this project. The current state is untenable, we cannot migrate as-is, and it requires considerable effort to fix. Experienced support from CampusWorks can help us identify our priority data issues in the current database (Jenzabar), and, with the knowledge of what’s required in the next data model (Anthology), can help NPC strategically target its data clean-up efforts.



Information Technology Services Agreement

NORTHLAND PIONEER COLLEGE

October 26, 2023

5342 Clark Road – Unit 41283
Sarasota, FL 34233
(941) 316-0308
CampusWorksInc.com

TABLE OF CONTENTS

I.	Agreement Terms and Conditions	3
II.	Scope of Work (Exhibit A)	9
III.	Cost and Payment Schedule (Exhibit B)	11

This Information Technology Services Agreement ("Agreement") is entered into between Northland Pioneer College ("Client"), having its principal address at P.O. Box 610 Holbrook, AZ 86025-0610 and CampusWorks Inc., a Delaware corporation, having its principal address at 5342 Clark Road – Unit 41283, Sarasota, FL 34233, as of and effective on Effective/Date ("Effective Date").

RECITALS

A. **WHEREAS**, the Client desires to purchase certain Information Technology Services in support of its Information System and Services operations; and

B. **WHEREAS**, CampusWorks has the unique skills and expertise and wishes to provide the Services described herein in accordance with the terms and conditions hereof.

AGREEMENT

NOW, THEREFORE, in consideration of the payments herein agreed to be made and the covenants and agreements herein contained, and for other good and valuable consideration, the receipt and sufficiency of all of which are hereby acknowledged, the parties hereto, intending to be legally bound, hereby agree as follows:

1. SERVICES Starting on November 1, 2023, CampusWorks shall perform the Services described in Exhibit A, the Scope of Work (the "Services"), which is attached and incorporated herein.

2. COST FOR SERVICES The total cost for Services is set forth in Exhibit B, Cost and Payment Schedule, which is attached and incorporated herein.

3. TERMS, COVENANTS AND AGREEMENTS

3.1 Term. The initial term of this Agreement is for a period of six (6) months beginning November 1, 2023, and ending on April 31, 2024, subject to further extension as the parties may later agree. The desire to renew or extend the term of this Agreement shall be communicated to CampusWorks by the Client no later than 30 days in advance of the date upon which the Client desires to continue or resume Services.

3.2 Invoices and Payment Terms. CampusWorks shall issue invoices at least fifteen (15) days before payment is due by the Client. The amounts to be paid by the Client, and the date payments are due are indicated in Exhibit B, Cost and Payment Schedule. Late payments will be subject to an interest charge. Interest charges will be computed at the current prime rate as designated by Chase Bank plus two percent (2%).

3.3 Workspace. The Client shall provide to CampusWorks, as mutually agreed, an office or other suitable workspace for use by CampusWorks personnel in performing the Services. The Client shall provide its customary office supplies, telephone service and reproduction, telecommunications and office equipment as are reasonable and appropriate to support CampusWorks' personnel in performing the Services.

3.4 Use of Data Processing Equipment, Software and Client to Personnel. The Client shall provide CampusWorks with reasonable access to Client equipment, equipment services, programs and supplies necessary to perform the Services. CampusWorks shall have reasonable access to Client's management, professional and operating personnel, as well as to all materials, records, or other information necessary to perform the Services.

3.5 Status Reports. CampusWorks' management shall conduct regular meetings with the Client's Contract Administrator (as defined in section 3.6 hereof) or such other persons as may be designated by the Contract Administrator to formally review CampusWorks' performance under this Agreement. These meetings shall be conducted at a time and

location mutually agreed upon. CampusWorks shall provide the Client with a written status report at intervals and covering matters as mutually agreed upon by CampusWorks and the Contract Administrator.

3.6 Contract Administration. The Client will designate one person (the "Contract Administrator") to be the point of contact during the Term of this Agreement for contract, invoice, payment, and other related matters in accordance with standard Client procedures. The Contract Administrator will be responsible for coordinating resources with the CampusWorks engagement manager.

3.7 Schedule. CampusWorks' staff assigned full-time to the Client site shall adhere to the Client's working hours, holiday schedule and other work schedule provisions. The Client shall allow CampusWorks' staff the same number of vacation and sick days as allowed for Client staff. Holidays, vacation, sick days, and professional development days shall be included in the FTE calculation. The fact that an individual is assigned by CampusWorks to provide Services to the Client on a full-time basis shall not be deemed to make such an individual an employee of the Client.

To the extent that an individual is assigned by CampusWorks to provide Services to the Client on something other than a full-time basis, nothing about CampusWorks arrangement with such individuals as to paid time off shall make the Client responsible for payment to CampusWorks for other than hours actually worked for the Client.

3.8 Scheduling Commitment/Postponement. The parties agree that once the Client and CampusWorks have scheduled a specific time during which CampusWorks will provide Services, CampusWorks will be obligated to perform, and Client will be obligated to provide the information and access to its employees that is reasonably necessary for CampusWorks to perform its obligations as scheduled. If Client desires to postpone scheduled Services, or its provision of information necessary for CampusWorks to provide previously scheduled Services, including postponing of any scheduled meeting intended to provide CampusWorks with information necessary for it to provide Services to Client (collectively, a "Services Postponement"), the parties recognize that such a postponement will cause CampusWorks to incur losses which will be virtually impossible to calculate with any degree of precision. Accordingly, Client must provide CampusWorks with notice of such postponement (a "Services Postponement Notice"), in writing via email to success@campusworksinc.com, and will be responsible to pay liquidated damages to CampusWorks in connection with a Services Postponement, calculated as reflected below:

- (a) If the Services Postponement Notice is sent more than sixty (60) calendar days prior to the date of the event being postponed, Client will not be assessed any liquidated damages arising from such a Services Postponement.
- (b) If the Services Postponement Notice is sent less than sixty (60) calendar days but more than fourteen (14) calendar days prior to the date of the event being postponed, Client will be assessed liquidated damages in an amount equal to two and half percent (2.5%) of the total anticipated fee for the Statement of Work (Exhibit A), up to a maximum of \$10,000 per occurrence.
- (c) If the Services Postponement Notice is sent less than fourteen (14) calendar days prior to the date of the event being postponed, Client will be assessed liquidated damages in an amount equal to five percent (5%) of the total anticipated fee for the Statement of Work (Exhibit A), up to a maximum of \$20,000 per occurrence.

In addition to the liquidated damages calculated as reflected above, Client will reimburse CampusWorks for the full amount of any airline or hotel-imposed cancellation charges associated with previously purchased, non-refundable fares or reservations (as applicable) incurred by CampusWorks as a result of the Services Postponement. These charges are in addition to and not in lieu of the payment schedule in Exhibit B. These fees and reimbursement of charges will be assessed on a per occurrence basis, with each Services Postponement constituting one occurrence.

3.9 Non-Piracy. CampusWorks invests substantial time and resources in identifying prospective personnel to provide Services to Client pursuant to this Agreement and ensuring that such personnel are capable of performing the Services required. Accordingly, beginning on the Effective Date and continuing for a period of eighteen months from the termination of this Agreement, whether by expiration or otherwise, Client shall not, without CampusWorks' prior written consent (which consent may be withheld at CampusWorks' sole discretion), enter into any agreement (including, but not limited to, an employment contract, independent contractor arrangement, outsourcing agreement, or consulting agreement,

or any other form of agreement pursuant to which any individual previously assigned by CampusWorks to perform Services for Client) with (i) any employee, contractor, former employee or contractor of CampusWorks who performed work under this Agreement ("CampusWorks Employee") or (ii) any person, firm, corporation, or enterprise by which the CampusWorks Employee is employed or with which such CampusWorks Employee is affiliated (including, but not limited to, as a consultant, shareholder, partner, officer or director) ("CampusWorks Employee's new firm"), whereby the CampusWorks Employee or CampusWorks Employee's new firm would provide Client all or part of the Services. Notwithstanding any language to the contrary contained herein, the terms of this non-piracy provision shall not apply to any person employed by the Client on the Effective Date or whose affiliation with CampusWorks terminated at least twelve months prior to the termination of this Agreement.

3.10 Confidentiality. To the fullest extent permitted under the law, the Client and CampusWorks shall treat each other's Confidential Information as proprietary. The Client and CampusWorks shall each exercise due care to keep in strict confidence and not disclose Confidential Information to any individual other than its respective employees, who have a "need to know" in accordance with the performance obligations of CampusWorks or the Client, as applicable, under this Agreement. For purposes hereof, "Confidential Information" shall mean personnel, student, software, business, customer, medical records, marketing, educational, financial and other non-public information; including, proposals, contracts, letter contracts, reports, or trade secrets (methods, techniques, processes and costs) relating to the business of CampusWorks or the Client, as applicable, and created or learned by the Client or CampusWorks, as applicable, in connection with the performance of the Services, and any information of whatever kind disclosed or revealed by one party to the other in relation to this Agreement that is by its nature confidential, is designated by a party as confidential, or the receiving party knows or reasonably ought to know is confidential.

Notwithstanding the foregoing, nothing in this Agreement shall be construed to limit the Client's internal use of the techniques, models, information, reports, deliverables or any other materials embodied in the Services provided pursuant to this Agreement (hereinafter, "Service Content") before or after termination or expiration of this Agreement and CampusWorks hereby grants the Client a fully-paid, perpetual, irrevocable license to use such Service Content during and after the Term for any and all purposes related to the mission of the Client.

3.11 Nondiscrimination, etc. CampusWorks shall not discriminate against any employee or applicant for employment because of race, color, sex, age, ancestry, medical condition (cancer or HIV Positivity including AIDS or ARC), national origin, sexual orientation, creed, religion, age, physical or mental disability, political affiliation, citizenship, or any other characteristic prohibited by state or federal law.

3.12 Indemnity. Both CampusWorks and the Client, to the extent permitted by the laws of the state of Arizona, shall indemnify, defend and hold each other, their respective trustees, directors, officers, employees, agents, successors and assigns harmless from any loss, cost, expense, including attorney's' fees, damage, claim, liability, action and cause of action relating to or arising from, in whole or in part, the performance of the Services and any breach by either of any provision, covenant, agreement, representation or promise in this Agreement or any claim arising out of the process by which CampusWorks was selected to perform Services under this Agreement or in assisting the Client in choosing a third party vendor to provide products or Services to the Client.

3.13 Limitation on Liability, Representation, Insurance.

(a) CampusWorks shall not be liable for the performance of Client staff, either supervised directly by Client or CampusWorks management, or by working in conjunction with CampusWorks professional staff during this engagement, except to the extent attributable to or caused by the negligence or willful misconduct of CampusWorks employees.

(b) In light of (1) the prerogatives of the Client hereunder to assign priorities and allocate personnel; and (2) the limitation of CampusWorks' warranties hereunder as provided in paragraph (c) below, CampusWorks shall not be liable, whether contractually or in tort, for any consequential or indirect damages (including without limitation damages for economic loss, loss of income, revenue, goodwill, bargain, anticipated savings or loss or corruption of data) arising out of or in connection with this engagement. CampusWorks shall be liable for direct liability attributable to or caused by the negligence or willful misconduct of CampusWorks employees. CampusWorks shall not be responsible for schedule delays,

inaccuracies or other consequences resulting from incorrect data, lateness in delivery of Client's data or the failure of equipment or personnel under the control of other vendors or the Client. The maximum aggregate liability of CampusWorks for all claims under or relating to this Agreement or its subject matter, whether in contract, tort (including without limitation negligence), in equity, under statute, under an indemnity or on any other basis, is limited to the amount of the insurance described in paragraph (d) below.

(c) CampusWorks represents and warrants to Client that all of its professional staff it assigns to perform work under this engagement shall be skilled and competent to perform the Services described in Exhibit A hereto in furtherance of this engagement and that they shall perform those to professional standards, and that deliverables (if any) provided by CampusWorks to the Client shall, where applicable, substantially conform to the specifications or perform the functions agreed to in writing by the parties. These are the only warranties made by CampusWorks with respect to the Services under this Agreement and are in lieu of all other understandings and all warranties expressed, implied or statutory as to the Services, including, but not limited to any warranty or merchantability or fitness for use for a particular purpose.

(d) Throughout the Term of this Agreement, CampusWorks, at its sole cost and expense shall maintain in full force and effect comprehensive general liability insurance with limits in an amount of not less than \$1,000,000 per occurrence and \$5,000,000 in the aggregate and shall maintain in full force and effect a policy of Workers' Compensation Insurance covering all of its employees assigned to render the Services. The Client agrees that any liability of CampusWorks to the Client (to the extent not excluded under paragraph (b) above in connection with bodily injury, death or property damage arising from the negligence of CampusWorks is hereby limited to the amounts of insurance as set forth in this section. CampusWorks shall provide the Client with a certificate of insurance certifying that such coverage has been obtained and shall remain in full force as specified by this engagement.

3.14 Taxes. This Agreement does not include charges for any sales or use tax that now, or in the future, may be deemed by a taxing authority to be applicable to the Services. In the event a taxing authority determines now or in the future that the Services are subject to such tax, CampusWorks shall invoice such taxes to the Client and the Client shall pay same simultaneously with the payment to which such taxes relate. In the event the Client is not subject to or liable for such taxes, the Client shall not be required to pay such taxes, shall provide CampusWorks with the legal basis of such exemption and shall agree to indemnify CampusWorks with respect to the nonpayment by CampusWorks of any such taxes to the extent permitted by the laws in the state of Arizona.

3.15 Force Majeure. If either CampusWorks or the Client is prevented from performing any task hereunder, in whole or in part, as a result of an Act of God, pandemic, war, civil disturbance, labor dispute or other cause beyond its reasonable control, such failure to perform shall not be grounds for termination of this Agreement.

3.16 Termination. This Agreement may be terminated by either party (the "Terminating Party") prior to the expiration of the Term upon the occurrence of an "Event of Default" affecting the other party (the "Terminated Party"). An "Event of Default" shall mean failure by a party to timely perform any material obligation under this Agreement, such as, but not limited to, the Client's failure to pay or cause to be paid any sums due in the manner provided in this engagement within thirty (30) days of written notice to the Client that such payments are overdue. Without limiting the foregoing, the following conduct shall be deemed to be an "Event of Default" of CampusWorks under this Agreement: (1) The work to be done under this Agreement is abandoned by CampusWorks; (2) This Agreement is assigned by CampusWorks without the written consent of the Client; (3) CampusWorks is adjudged bankrupt; (4) CampusWorks is materially violating any of the conditions of this Agreement, or executing the same in bad faith.

In the event of any non-monetary Event of Default, as defined in the previous paragraph, the Terminating Party shall give notice of default to the other Party, describing the Event of Default. The Party claimed to be in default shall then have thirty (30) days to correct the Event of Default or describe to the Terminating Party the efforts that it has undertaken to cure that Event of Default and represent that it will, in good faith, continue to resolve the issue leading to the declaration of an Event of Default thereafter. At the expiration of an additional thirty (30) days after the initial notice of termination, if the Event of Default of the other Party has not yet been resolved, the Terminating Party shall advise the other Party of the respects in which the Event of Default has not been fully resolved. After receipt of this second notice, the Terminated Party shall have a final thirty (30) day period within which to completely resolve the event leading to the notice of termination,

failing which, if the Terminated Party has not cured the Event of Default within that final thirty-day period, then this Agreement shall be terminated at the end of such period.

The Client shall pay CampusWorks in full, within 10 days of receipt of the final invoice from CampusWorks, for all Services rendered up to and including the termination date. The cost for partial months of Services shall be prorated from the monthly costs of Services.

If this Agreement is terminated prior to the expiration of its then-current term, CampusWorks shall be paid 18% of the remaining sums due under this Agreement as a termination fee. CampusWorks shall promptly submit its termination invoice to the Client for payment.

3.17 Funding. Client hereby represents to CampusWorks that (i) the Services to be performed by CampusWorks hereunder are necessary to Client's efficient operation of its business and (ii) to the best of its knowledge, after investigation, it believes that sufficient funds may be obtained by it or appropriated for it in order to make all payments contemplated hereby.

3.18 Dispute Resolution. Should Client and CampusWorks have a dispute with respect to their respective obligations under this Agreement or arising from the nature of their relationship which the parties have been unable to resolve through direct discussions between their respective representatives, it is agreed as follows:

(a) Mediation. If either party believes that formal mediation of their dispute may be beneficial, that party may request mediation, before a mediator of Client's choice, to be conducted as promptly as is reasonably practicable in the city in which Client's principal campus is located. The mediator's fees and expenses are to be shared equally by Client and CampusWorks.

(b) Arbitration. Any controversy or claim arising out of or relating to this Agreement, or the breach thereof, and, more generally, the relationship between the parties created by this Agreement, shall be resolved by arbitration administered by the American Arbitration Association in accordance with its Commercial Arbitration Rules in effect at the time that a demand for arbitration is filed, before a single Arbitrator, notwithstanding the amount in controversy between the parties, and judgment on the award rendered by the Arbitrator may be entered in any court having jurisdiction thereof. The arbitration shall be conducted in the city in which Client's principal campus is located, or in such other mutually agreeable location as the parties and the Arbitrator may determine. Subject to apportionment by the Arbitrator in the final award, the fees and expenses of the American Arbitration Association and the compensation and expenses of the Arbitrator shall be borne equally by the parties.

(c) Waiver of Jury Trial. In entering into this Agreement and agreeing to the arbitration provision provided above, the parties knowingly and voluntarily waive any right to jury trial with respect to any controversy arising out of or relating to this Agreement or otherwise subject to their arbitration clause or in any other way relating to the relationship created between the parties pursuant to this Agreement. The inclusion of this arbitration provision and waiver of jury trial is recognized by Client and CampusWorks as a material inducement to each to enter into this Agreement and the transactions contemplated hereby.

(d) Confidentiality. To the greatest extent possible, consistent with applicable law, the parties recognize that it is to their mutual benefit for any proceedings under this Agreement, including but not limited to the Arbitration contemplated hereby, shall be and remain confidential.

3.19 Delivery. The parties agree that upon the delivery to Client of a deliverable which is part of any Scope of Work under this Agreement, Client shall have ten (10) days within which to notify CampusWorks of any objection it may have to the deliverable. In the absence of any such objection, payment for the deliverable shall be due to CampusWorks as provided in the relevant Statement of Work Cost and Payment Schedule, or within thirty (30) days, whichever is sooner. Payment for any deliverable as to which Client has interposed an objection shall be due as provided herein commencing upon the resolution of the objection.

Exhibit A: Scope of Work

November 1, 2023, through April 31, 2024.

CampusWorks will provide:

- Data Quality Assessment
- Jenzabar ERP Technical Support Services

CampusWorks and the Client will mutually agree, in a timely manner, upon a start date for the Data Quality Assessment and the Jenzabar ERP Technical Support Services.

Data Quality Assessment

CampusWorks finds one of the biggest detractors of a smooth ERP implementation is the readiness of an institution's data. Based on CampusWorks' experience working in past engagements with the leading ERP vendor's data migration teams, CampusWorks has detailed below a set of activities to identify the current state of legacy data and develop a refinement plan of the migration to a cloud-based ERP platform.

Activity	Description
Kickoff Meeting	<p>CampusWorks recommends a kickoff session with the members of the College's ERP steering committee and other stakeholders as defined by NPC. The CampusWorks Engagement Manager will briefly present the project scope and CampusWorks' methodology, introduce the project team, and review the project schedule. This presentation will be an opportunity for CampusWorks and the College to review and finalize the Data Quality approach and timeline. It will also provide the opportunity for refinement of our approach and timeline to include a review of the already existing College data environment diagram to ensure all the College applications and data sources are appropriately identified. This meeting will also lay out the client responsibilities, which include:</p> <ul style="list-style-type: none"> • Provide access to the College ERP system to extract data as needed. • Provide time from existing IT and functional office teams to answer questions in the validation of systems, data residency, and data utilization. • Provide time for the IT team to assist in providing sample extracts from core systems for analysis and review by the CampusWorks team. • Ensure functional office and IT team availability on an ad-hoc basis to collaborate with CampusWorks on sample data review as needed should unique College questions arise. • Allocate sufficient functional and IT resources to help with data quality extractions.
Review of Existing Current State Documentation	<p>Before the engagement begins, the CampusWorks Engagement Manager will consult with the College's project lead to review goals, timeframes, staffing allocations and develop a specific project schedule.</p> <p>CampusWorks will prepare a list of the requested material and work with the College project to identify additional documentation. The initial requirements gathering will include a thorough review of existing documentation.</p>

<p>Data Quality Assessment</p>	<p>CampusWorks ERP experts will lead a review of the College's legacy ERP system to highlight where common current data elements will need reviewed and refined before an ERP migration. The outcome of the review will include:</p> <ul style="list-style-type: none"> • Review and develop a current data ownership matrix that seeks to identify primary and secondary sources for data necessary to be leveraged in a cloud- based ERP migration (CampusWorks’ understands this is an in-house effort). • Assist the College staff in extracting a sample of legacy data across Finance, HR, and Student modules inclusive of core fields focused on data areas that have proven problematic in past migrations, from CampusWorks experience. • Perform data analysis of extracted Legacy ERP data to identify potential data gaps, possible mapping challenges, and identification of where the College staff focus before an ERP migration could help reduce the College efforts, implementation vendor costs, and data migration project task durations. • Based on typical mapping requirements (recognizing the ERP vendor mappings are constantly evolving), CampusWorks will make high-level recommendations on short-term and long-term project tasks to position the College for an improved likelihood of success in ERP data migration.
<p>Presentation of Findings Deliverable</p>	<p>The data readiness analysis will culminate with a presentation of findings document to the College IT and leadership team. The findings document will provide an overview of the observations and recommendations needed for data clean-up, data quality, and potential data challenges that could make an ERP migration more complex and time-consuming. The findings will be in PowerPoint format. The extracts used for the presentation will be available to the College for further data manipulation, as desired.</p>

Jenzabar ERP Technical Support Services

CampusWorks will provide a .5 FTE (Half-Time Equivalent) Jenzabar ERP Technical Support Services for three (3) consecutive months.

CampusWorks will advance the following Jenzabar initiatives:

- Monitor the performance of the Jenzabar ERP system and identify areas for improvement, including performance tuning activities, analyze system bottlenecks, and optimize configurations to enhance system speed, efficiency, and scalability.
- Perform maintenance activities, applying patches, updates, and fixes to the Jenzabar ERP system.
- Oversee the management of data within the Jenzabar ERP system including data imports, exports, data validation, data integrity checks, and data security measures.
- Collaborate with other IT teams and vendors to integrate the Jenzabar ERP system with other College systems
- Provide training and technical support to functional area end-users of the Jenzabar ERP system
- Maintain comprehensive documentation of system configurations, customizations, workflows, and issue resolutions
- MS SQL Service maintenance and optimization
- Other projects as assigned

Exhibit B: Cost and Payment Schedule

November 1, 2023, through April 31, 2024.

The total cost of the remote Services described in the above Scope of Work is \$138,093.

CampusWorks and the Client will mutually agree, in a timely manner, upon a start date for the Data Quality Assessment and the Jenzar ERP Technical Support Services.

Payment Schedule:

Payments for these Services will be due as per the following payment schedule:

\$34,523.25 due upon Agreement execution.

\$34,523.25 due December 1, 2023

\$34,523.25 due January 1, 2024

\$34,523.25 due February 1, 2024

Pricing: Valid for 30 days based on a minimum commitment of not less than 6-months.

Travel: CampusWorks will deliver the Services remotely. If onsite time is requested by the Client, travel expenses will be billed as incurred and invoiced monthly. CampusWorks does not bill for travel time or markup travel expenses.

Utilization: The .5 FTE must be utilized in three (3) consecutive months and cannot be transferred to another month.

Schedule: CampusWorks' .5 FTE assigned to the Client site shall adhere to the Client's working hours, holiday schedule and other work schedule provisions. The Client shall allow CampusWorks' staff the same number of vacation and sick days as allowed for Client staff. Holidays, vacation, sick days, and professional development days shall be included in the FTE calculation. The fact that an individual is assigned by CampusWorks to provide Services to the Client on a full-time basis shall not be deemed to make such an individual an employee of the Client.

Cost of Living Adjustment: If this Agreement is extended, for each year, beginning November 1, 2024, the cost for CampusWorks Services shall be adjusted for the increase in the cost of living during the immediately preceding calendar year as measured by the Consumer Price Index-All Urban Consumers, All Items, U.S. City Average base period 1982-1984 = 100. Such index is presently published by the U.S. Bureau of Labor Statistics of the Department of Labor. The minimum amount of such annual adjustment shall be a 3% increase.

Contracting Vehicle: Deliverables-Based IT Services (DBITS) Contract Number **DIR-CPO-4955** | **Texas Department of Information Resources**. CampusWorks Vendor ID: 1650878938.

Payment Preference: CampusWorks' payment preference is ACH transfer. Please reach out to finance@campusworksinc.com to facilitate set-up. If your organization is required to pay by physical check, please make payable to Campus Works, Inc., and remit to:

Campus Works, Inc.
P.O. Box 735111
Chicago IL 60673-5111
USA

Client Billing Contact Information:

Name: _____

Email: _____

Governing Board Work Session Agenda

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

The meeting location will be open to the public at 12:55 p.m. at the latest.
Or you can join on [WebEx](#) (Passcode Nov23DGB).

Date: November 21, 2023

Time: 1:00 p.m.

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order	Chair Laughter
2.	Adoption of the Agenda (Action)	Chair Laughter
3.	Discussion:	
A.	Board Self-Evaluation Dr. Borofsky will present the results of the Board Self-Evaluation and facilitate discussion.	Dr. Borofsky
B.	Mission and Vision President Hazelbaker will lead a discussion on Northland Pioneer College's Mission and Vision statements.	President Hazelbaker
4.	Adjournment (Action)	Chair Laughter

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 hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.



Northland Pioneer College

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu