Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will hold a Regular District Governing Board Meeting open to the public, on **October 21, 2025 beginning at 10am**. 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. The meeting can also be joined remotely using **WebEx**. A passcode is required under certain circumstances and it is OCT25DGB.

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

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

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, Julia Wilson, 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 October, 2025, at 10:00am.

Julia Wilson
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

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.

VALUES

INTEGRITY
INCLUSION
ADAPTABILITY
CIVILITY
ACCESS

Northland Pioneer College
EXPANDING MINDS • TRANSFORMING LIVES℠

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 OCT25DGB).

Date October 21, 2025 **Time:** 10:00 a.m. (PST)

Item	Description	Resource
1.	**Call to Order and Pledge of Allegiance**	Chair Robinson
2.	**Adoption of the Agenda** **(Action)**	Chair Robinson
3.	**Call for Public Comment** 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.	Chair Robinson

4. Discussion Items:

A. **Standing Presentations:**

1. **Financial Position** — VP Ellison
   VP of Administrative Services Maderia Ellison will provide a report on the financial position of the college. for period July 1, 2025 to August 31, 2025.
2. **NPC Student Government Association (SGA)** — Ms. Brimhall
   SGA Advisor Jennifer Brimhall will provide the Board with a verbal update.
3. **NPC Faculty Association** — Dr. Broyles
   Curriculum Coordinator Dr. Michael Broyles will provide the Board with an update on Curriculum activities and will provide a verbal report on the Assessment of Student Knowledge Report.
4. **Classified & Administrative Staff Organization (CASO)** — No report
   No report.
5. **Northland Pioneer College (NPC) Friends and Family** — Director Reeck
   Friends & Family Director Jesse Reeck will provide the Board a verbal update.
6. **Human Resources** — VPHR Ulibarri
   Interim Vice President Nicole Ulibarri will provide the Board an update.
7. **External Affairs** — AVP Chanick
   AVP of External Affairs Rich Chanick will provide the Board an update.
8. **Compensation Committee** — Director White
   Compensation Committee Co-Chair Justin White will provide the Board a verbal update.
9. **Construction Report** — Director White
   Director of Facilities and Transportation Justin White will provide the Board an update.
10. **Leadership Council** — Dr. Landy
    Leadership Council Co-Chair Dr. Allison Landy will provide the Board an update.
11. **Enterprise Resource Planning (ERP) Implementation Update** — Ms. Marsh
    Project Manager Colleen Marsh will provide the Board a verbal update.
12. **ACCT Federal & State Update** — Chair Robinson
    Report if available.

5. President's Report — President Lawson
President Von Lawson will provide the Board with an update.

6. **Consent Agenda for Action** .... Chair Robinson

   A. **September 16. 2025 Board Meeting and Work Session Minutes** (Julia Wilson)

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

   A. **Old Business:**

   B. **New Business:**

   1. **NPC Component Unit Financial Audit** .... VP Ellison
   VP of Administrative Services Maderia Ellison will present the results from the 2024-25 Component Unit Financial Audit of NATC.

   2. **NPC Component Unit Financial Audit** .... VP Ellison
   VP of Administrative Services Maderia Ellison will present the results from the 2024-25 Component Unit Financial Audit of NPC Friends and Family.

   3. **Request to Approve Fiscal Year 27 Budget Calendar and Budget Assumptions** .... VP Ellison
   VP of Administrative Services Maderia Ellison will provide a review of the budget calendar and the budget assumptions to be used for Fiscal Year 27 budget creation and request Board approval.

   4. **Association of Community College Trustees (ACCT) Public Policy and Advocacy Committee** .... Dr. Lawson
   President Lawson will review the request to supply a letter of Support for Board Member Leslie to serve on the ACCT Public Policy and Advocacy Committee.

   5. **Request to Approve Purchase of Furniture** .... Director White
   Director White will request the Board approve the purchase of Furniture for the remainder of FY25-26.

   6. **Request to Accept Funds from the ACA for Small Business Technical Assistance** .... AVP Chanick
   AVP of External Affairs, Rich Chanick will request the Board accept funds from the Arizona Commerce Authority (ACA) for small business technical assistance.

   7. Discussion on HR Policy and Procedure on hiring .... Mr. Lucero
   Mr. Lucero will request a discussion on policy and procedure of employee hiring.

   8. Discussion on incident reporting Policy and Procedure .... Mr. Lucero
   Mr. Lucero will request a discussion on policy and procedure related to incident reporting.

   9. Discussion on the purchase of property in Winslow .... Mr. Lucero
   Mr. Lucero will request a discussion on the purchase of property In Winslow.

   10. Executive Session .... Chair Robinson
   The Governing Board may convene in Executive Session pursuant to A.R.S. § 38-431.03(A) to discuss matters related to school safety operations or school safety plans or programs and the purchase or lease of real property.

   11. Action from Executive Session .... Chair Robinson
   The Board may take action related to Executive Session 2

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

9. **Board Report/Summary of Current Events** .... Board Members

10. **Announcement of Next Regular Meeting** .... **November 18** Chair Robinson

11. **Adjournment** .... **(Action)** Chair Robinson

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 to approve, or may take other action, regarding all items of New Business, Old Business, Standing Business, or the President's Report. 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.

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
Statement of Financial Position
July 1, 2025 to August 31, 2025 | Budget Period Expired 17%

Tax Supported Funds

Current General Fund	Revised Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Primary Tax Levy	19,127,708	48,237	241,966	1%
State Aid:				
Maintenance and Operations	1,430,400	-	357,600	25%
Equalization	12,885,200	-	3,221,300	25%
Rural Aid	852,600	-	213,150	25%
Tuition and Fees	4,100,000	446,368	896,481	22%
Investment earnings	2,750,000	471,533	838,276	30%
Grants and Contracts	3,230,000	12,723	29,386	1%
Other Miscellaneous	350,000	4,982	15,424	4%
Fund Balance	10,426,729	-	-	0%
Transfers	(14,926,729)	(88,441)	(839,573)	6%
TOTAL REVENUES	$ 40,225,908	$ 895,402	$ 4,974,010	12%
EXPENDITURES				
Salaries and Benefits	28,193,418	2,045,989	4,425,630	16%
Operating Expenditures	12,032,490	658,212	1,654,428	14%
TOTAL EXPENDITURES	$ 40,225,908	$ 2,704,201	$ 6,080,058	15%

Unrestricted Plant	Revised Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
State Aid:				
Capital/STEM	295,700	-	73,875	25%
Fund Balance	13,626,729	553,110	604,149	4%
Transfers In	4,000,000	1,250	725,074	18%
TOTAL REVENUES	$ 17,922,429	$ 554,360	$ 1,403,098	8%
EXPENDITURES				
Capital Expenditures - Construction and ERP	10,000,000	553,110	604,149	6%
Capital Expenditures - Other	7,900,329	1,250	798,949	10%
TOTAL EXPENDITURES	$ 17,900,329	$ 554,360	$ 1,403,098	8%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
Statement of Financial Position
July 1, 2025 to August 31, 2025 Budget Period Expired 17%

Restricted and Auxilary Funds

Restricted

	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Grants and Contracts	7,140,000	9,099	84,556	1%
Fund Balance	-	-	-	
Transfers In	300,000	75,000	75,000	25%
TOTAL REVENUES	$ 7,440,000	$ 84,099	$ 159,556	2%
EXPENDITURES				
Salaries and Benefits	1,350,495	130,990	234,754	17%
Operating Expenditures	6,089,505	463,360	1,121,696	18%
Kayenta Center Construction & Expenses		79,652	80,942	
TOTAL EXPENDITURES	$ 7,440,000	$ 674,002	$ 1,437,392	19%

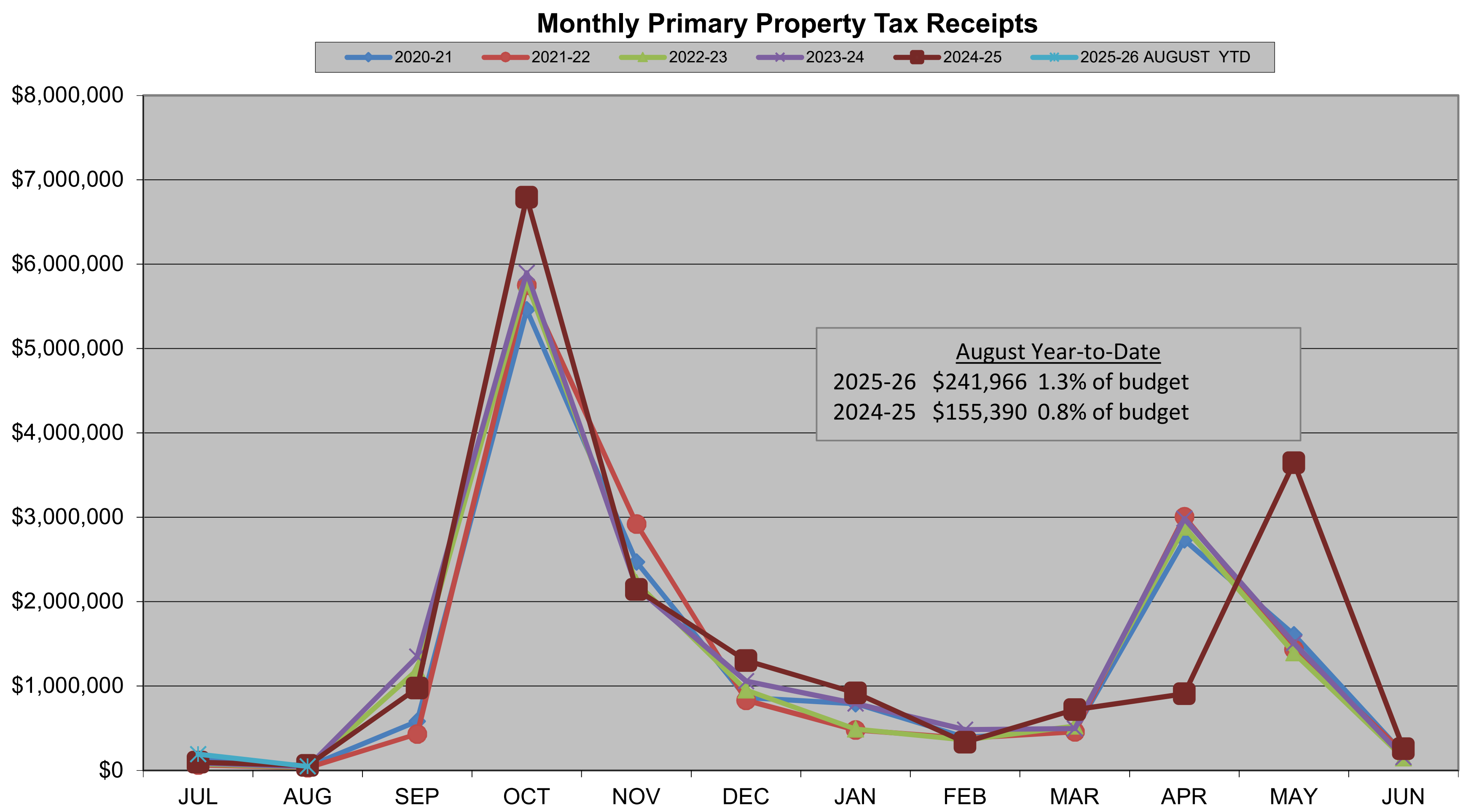
Auxiliary

	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Sales and Services	505,500	29,584	57,292	11%
Fund Balance	-	-	-	
Transfers	200,000	12,191	39,499	20%
TOTAL REVENUES	$ 705,500	$ 41,775	$ 96,791	14%
EXPENDITURES				
Salaries and Benefits	388,271	35,072	61,898	16%
Operating Expenditures	317,229	14,240	34,893	11%
TOTAL EXPENDITURES	$ 705,500	$ 49,312	$ 96,791	14%

Cash Flows

Cash flows from all activities (YTD) . . . . $ 6,633,455
Cash used for all activities (YTD) . . . . $ 9,017,339
Net Cash for all activities (YTD) . . . . ($2,383,884)

Report Date October 7, 2025


Monthly Primary Property Tax Receipts
2020-21
2021-22
2022-23
2023-24
2024-25
2025-26 AUGUST YTD
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
August Year-to-Date
2025-26 $241,966 1.3% of budget
2024-25 $155,390 0.8% of budget

Northland Pioneer College

Faculty Curricular Accomplishments

AY 2024-2025

Made in Collaboration with ChatGPT

Yet another mistake.jpg
The blackboard eraser I used during my Phd
Alessandro Patelli

Yet another mistake.jpg

Northland Pioneer College

AY 2024-2025's Curricular Proposals

Total Proposals

05/01/24 – 05/31/25

- 55 proposals approved
- 49 catalog-updating proposals approved

Program Proposals

05/01/24 – 05/31/25

- 18 proposals
- 17 program modifications
- 1 deletion

Northland Pioneer College

Arizona General Education Curriculum (AGEC)

- Has been implemented (Fall 2025)
- Expect potential changes to the General Education Course Options annually
- Responsibility of divisions and departments to monitor AGEC success and make changes accordingly

Flag of Arizona
Madden
Public domain
Flag of Arizona

Northland Pioneer College

Articulation Task Force (ATF) Participation (AY 24-25)

"Discipline specific Articulation Task Forces (ATFs) consist of faculty members appointed by their institutions to represent both the institution and their specific academic area(s). Discipline specific ATFs serve as a forum for public community colleges and universities to cooperatively exchange articulation information in a timely manner in order to actively participate in the implementation of the Arizona Transfer System."

AZTransfer Handbook Policy and Manual
https://www.manula.com/manuals/aztransfer/handbook-policy-manual/1/en/topic/discipline-specific-atfs

~97% ATF Attendance

- 29 expected meetings
- 28 attended
- 1 not represented
- Last year: 90%

Northland Pioneer College

Questions or Comments?

Question book-new.svg
no original description
en:User:Saranphat.cha
Creative Commons
Attribution-Share Alike 3.0
Question book-new.svg

Assessment of Student Knowledge Report
DGB Meeting: 10-21-25
Submitted by: Michael Broyles, PhD - ASK Chair

Assessment of Student Knowledge Charges

Assessment of Student Knowledge (ASK) is a subcommittee of the Instructional Council that oversees and organizes broad student assessment across the institution. Our charges are as follows:

1. Communicate and coordinate with the institution about ASK activities, events, and due dates, including the Planning Report due date, the Findings Report due date, and Dialogue Day.
2. Implement a co-curricular assessment process.
3. Review the methods, documents, and deadlines related to the assessment process, and propose changes as needed.
4. Facilitate Dialogue Day activities.
5. Review NPC's Institutional Learning Outcomes (ILOs) and their incorporation into assessment documents and processes. Propose changes as needed.
6. Provide department-level support for ongoing assessments.
7. Collaborate with the Dean of Arts & Sciences and NPC General Education ATF lead to review the assessment approach for general education programs and update it as needed.
8. Make recommendations for integrating ASK information into the Faculty Handbook and Faculty Mentor program to ensure new faculty learn about ASK at NPC.

Members

Please see below for this year's members.

1. Michael Broyles - Chair (Instructional Innovation)
2. Kathleen Berlyn - Vice-chair (Arts and Sciences)
3. Cynthia Blevins (St. John's Center Manager)
4. Farah Bughio (Institutional Effectiveness)
5. Dinah Gaddie (College and Career Preparation/Adult Education)
6. James Gil (Arts and Sciences)
7. James Leslie (Career and Technical Education)
8. Mathew Moore (Allied Health)
9. Bill Solomon (Career and Technical Education)

Numerical Data – ASK 2024-2025

The Planning Report is where divisions or departments develop their assessment plans. The Findings Report is where they report their findings. Below is our data regarding Planning and

Findings Report reception, compiled on 09-16-25. Given the reality of extenuating circumstances, our goal is at least 85% representation each year.

PLANNING AND FINDINGS REPORTS DATA

Prefixes/Departments Considered
Based on previous reports and faculty statuses, these are the prefixes/departments initially considered when collecting these reports.

Allied Health[1], ANT, AJS, ART, ATO, BHS, BIO, BUS, CCL, CCP, CHM, CIS, CON, COS, EDU, ECD, ECN, EIT, EMT, ENL, FRS, FDV, GEO, GLG, HON, HES[2], HIS, HPE, HUM, IPD, ITT, LAN/SPA (Findings Report Only), MAT, MDA, NAT, NUR, PHL, PHT, PHY, POS, PSY, SGT, SOC, SPT, TMP, WLD

Prefixes Represented in Planning Report Data:
Expected representation (includes those not submitting reports this year): 45
Represented: 44
Not received: 1
Percentage received: ~98%
AY 2023-2024: 42/43 (~98%)

Prefixes Represented in the Findings Reports:
Expected: 46[3]
Received: 42
Not received: 4
Percentage received: ~91%
AY 2023-2024: 28/33 (~85%)

Co-curricular Assessment Implementation

Last year, Dr. Judy Yip-Reyes and Dinah Gaddie did an excellent job designing a co-curricular assessment process. Many around the institution collaborated on this and provided needed information, going back to 2019.

This is the first year ASK is implementing our co-curricular assessment. This project is headed by Dinah Gaddie and Dr. Farah Bughio.

Thank you for your time!

---

[1] Allied Health was a part of our original data set for the Planning Reports. This field ended up represented in other report sets: EMT, HES, MDA, PHT, SGT, and TMP. We still counted it as represented.

[2] HES was added with the findings reports as part of the Allied Health reports. This prefix was not specifically represented on the Planning Reports data.

[3] For the reason the expected Findings Reports number is higher than the expected Planning Reports number, see footnotes 1 and 2.

Northland Pioneer College

EXPANDING MINDS • TRANSFORMING LIVES℠

HUMAN RESOURCES

MONTHLY REPORT

October 2025

EMPLOYEE RELATIONS AND STAFFING

On October 8th the department will host our next new employee onboarding session. This session is open to all NPC employees who wish to register for a refresher, or if they have never attended a session before.

WELCOME AND RECOGNITION

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

- Stewart Lewis — Maintenance I
- Mary Ortega — Support Center Operator
- Debra Gibbons — Academic Advisor PDC

Congratulations to the following employees as they transition to new positions

- LaTonya Motley — Faculty in Computer Information Systems
- Blaine Pitney — Faculty in Construction Technology

The following employees have left the institution since the last report

- Monty Begay — Early College Advisor

RECRUITMENT

	Location	# Qualified Applicants	Date Opened	Closing Date	Status
Risk Manager	White Mountain Campus	8	7/17/25	Open Until Filled	In Review
Academic Advisor - WMC	White Mountain Campus	0	9/29/25	Open Until Filled	In Review
Temporary Assistant to Interim Vice President for Human Resources	Painted Desert Campus	6	8/12/25	9/2/25	In Review
Dean of Nursing	White Mountain Campus	1	8/21/25	Open Until Filled	In Review
Data & Compliance Coordinator	Painted Desert Campus	32	8/21/25	Open Until Filled	In Review

Budget & Accounting Analyst	Painted Desert Campus	2	9/5/25	Open Until Filled	In Review
Center/Campus Monitor	Silver Creek Campus	13	9/11/25	Open Until Filled	In Review
Learning Assistant – Temporary	Springerville Center	1	9/16/25	Open Until Filled	In Review
Institutional Research Analyst	Silver Creek Campus	6	9/19/25	Open Until Filled	In Review
Assistant to the Center Manager	Whiteriver Center	2	9/23/25	10/15/25	In Review

EMPLOYEE CENSUS DATA

Turnover Rate for FY25/26		Employee Count	Separated	Turnover Rate
Total Employees as of	7/1/2025	367	3	.8174%
Total Faculty Turnover	FY25/26 to date		0	0.0%
Total Staff Turnover	FY25/26 to date		3	.8174%
Turnover Rate for the Last 12 Months		**Employee Count**	**Separated**	**Turnover Rate**
Totals for October 2024 – October 2025		350	29	8.86%
Total Faculty Turnover October 2024 – October 2025			5	2.0%
Total Staff Turnover October 2024 –October 2025			24	6.86%

*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

CUPA-HR Turnover Report for 2024: *"In considering turnover from all types of separations (i.e., voluntary and involuntary),* ***overall turnover of faculty and staff combined in 2024 was approximately 13.4%.*** *Overall turnover in 2024 was similar to overall turnover in 2023. Turnover in 2024 was higher than pre-pandemic rates (approximately 12%), but lower than the 16% high of 2022.*

TOTAL REWARDS

BENEFITS AND COMPENSATION

FLU SHOT CLINIC
Flu shot clinics have been scheduled this fall to support employee health and wellness. Employees are encouraged to take advantage of this convenient opportunity to receive their vaccination. Human Resources will send additional communications to the college as more details are available.

October 22, 2025

9:00 a.m. – 10:00 a.m.	Little Colorado Campus
10:30 a.m. – 11:15 a.m.	Painted Desert Campus
12:30 p.m. – 1:30 p.m.	Silver Creek Campus

October 29, 2025

8:15 a.m. – 9:00 a.m. White Mountain Campus

CATASTROPHIC SICK LEAVE BANK
Each year, HR invites eligible employees (with at least one year of service) to contribute up to eight (8) hours of sick leave to the Catastrophic Sick Leave Bank. This program provides support to colleagues facing severe or extended medical hardships. The deadline for 2025 – 2026 donations is October 15, 205.

COMPENSATION
HR and the Compensation Committee continue to work collaboratively toward finalizing the Compensation Guidelines, ensuring alignment with institutional goals and market practices.

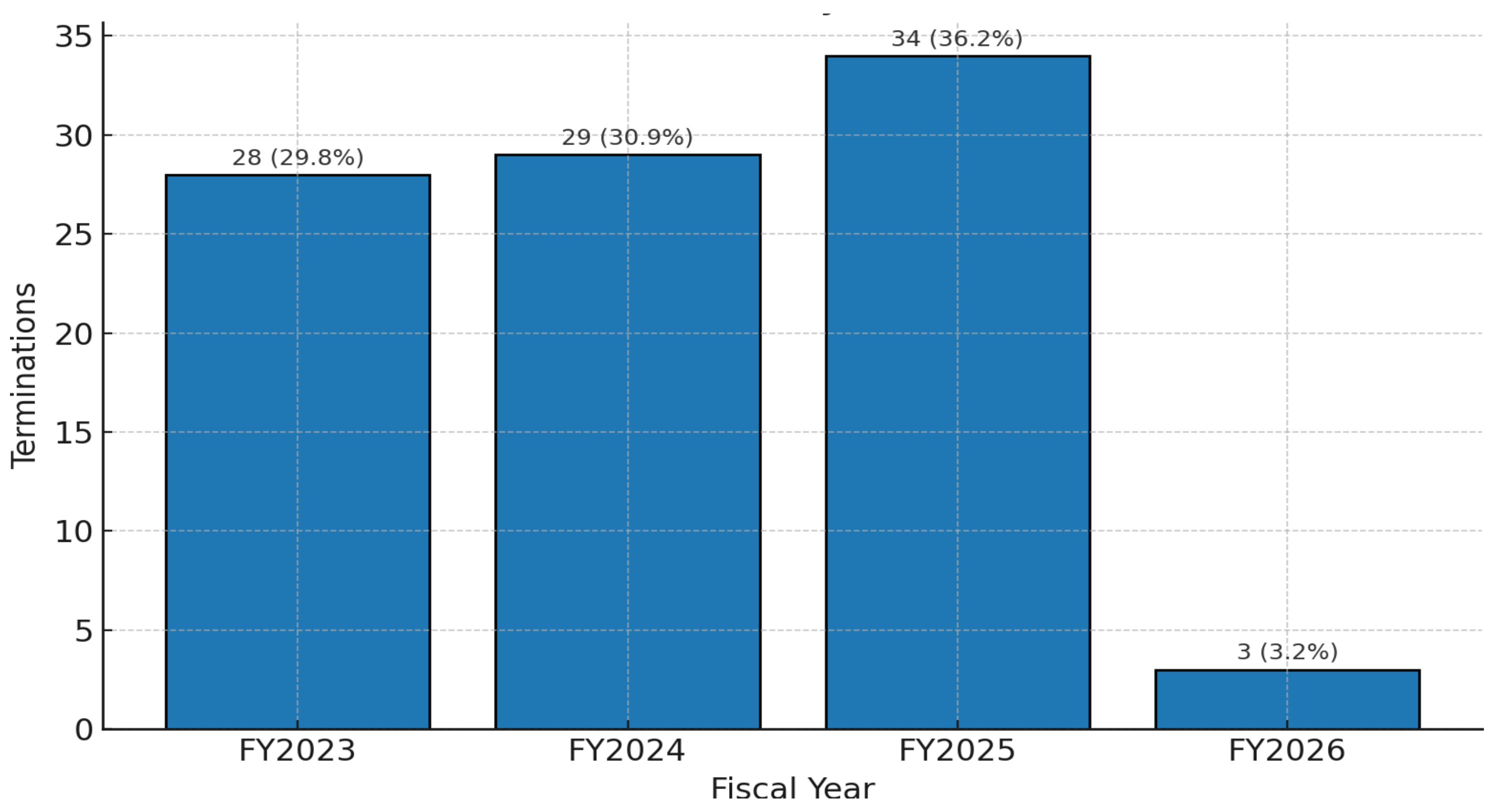
Employee Turnover Analysis

Term dates 07/29/2022 to 10/01/2025 • Fiscal Years present: FY2023 , FY2024, FY2025, FY2026 (partial)

Total separations: **94**

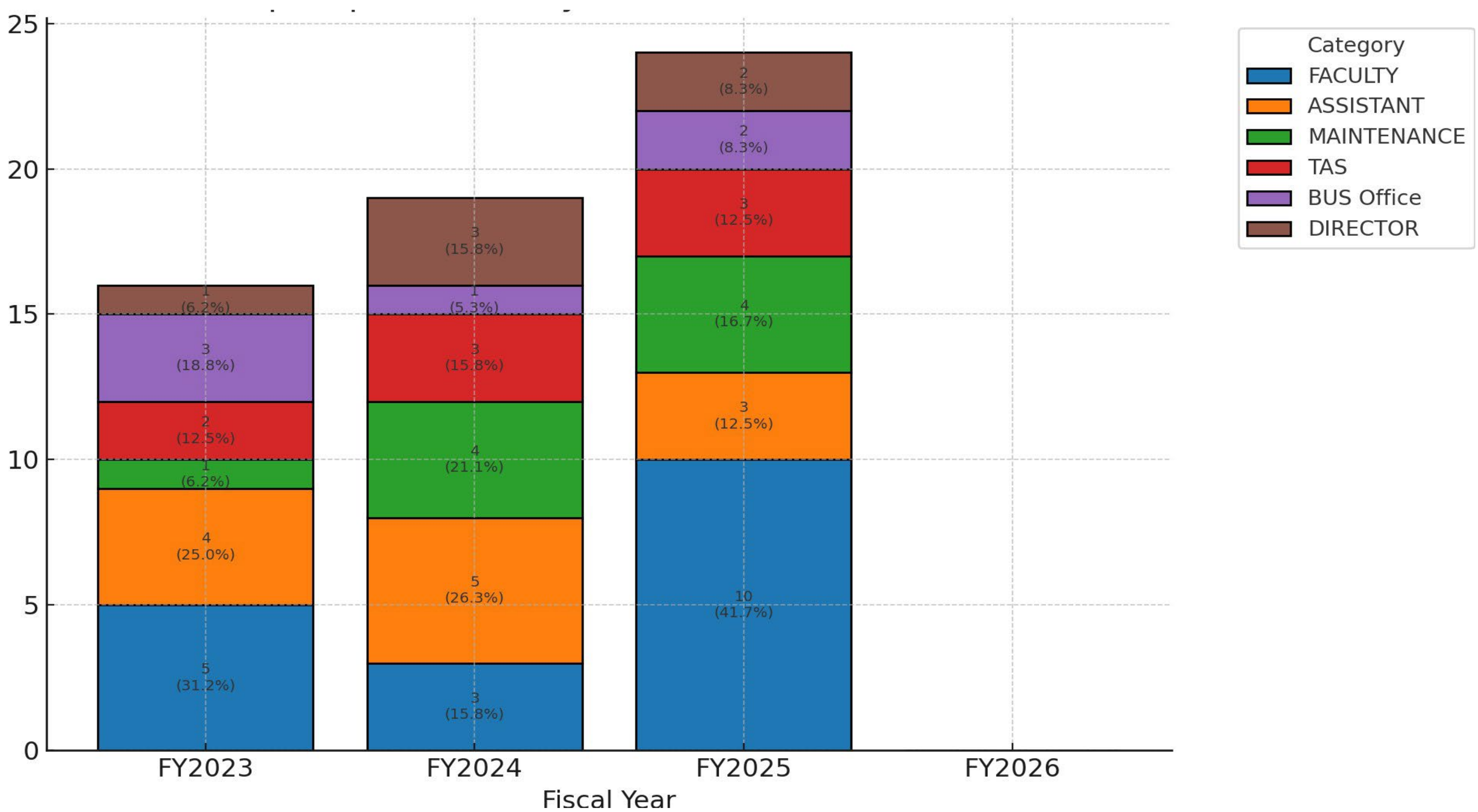
Separations are highest each year in May-July which coincides with contract dates. December has lowest number of separations each year.

of Separations By Year



FY2023: 28 separations (29.8% of 4-year total). FY2024: 29 separations (30.9% of 4-year total). FY2025: 34 separations (36.2% of 4-year total). FY2026: 3 separations (3.2% of 4-year total).

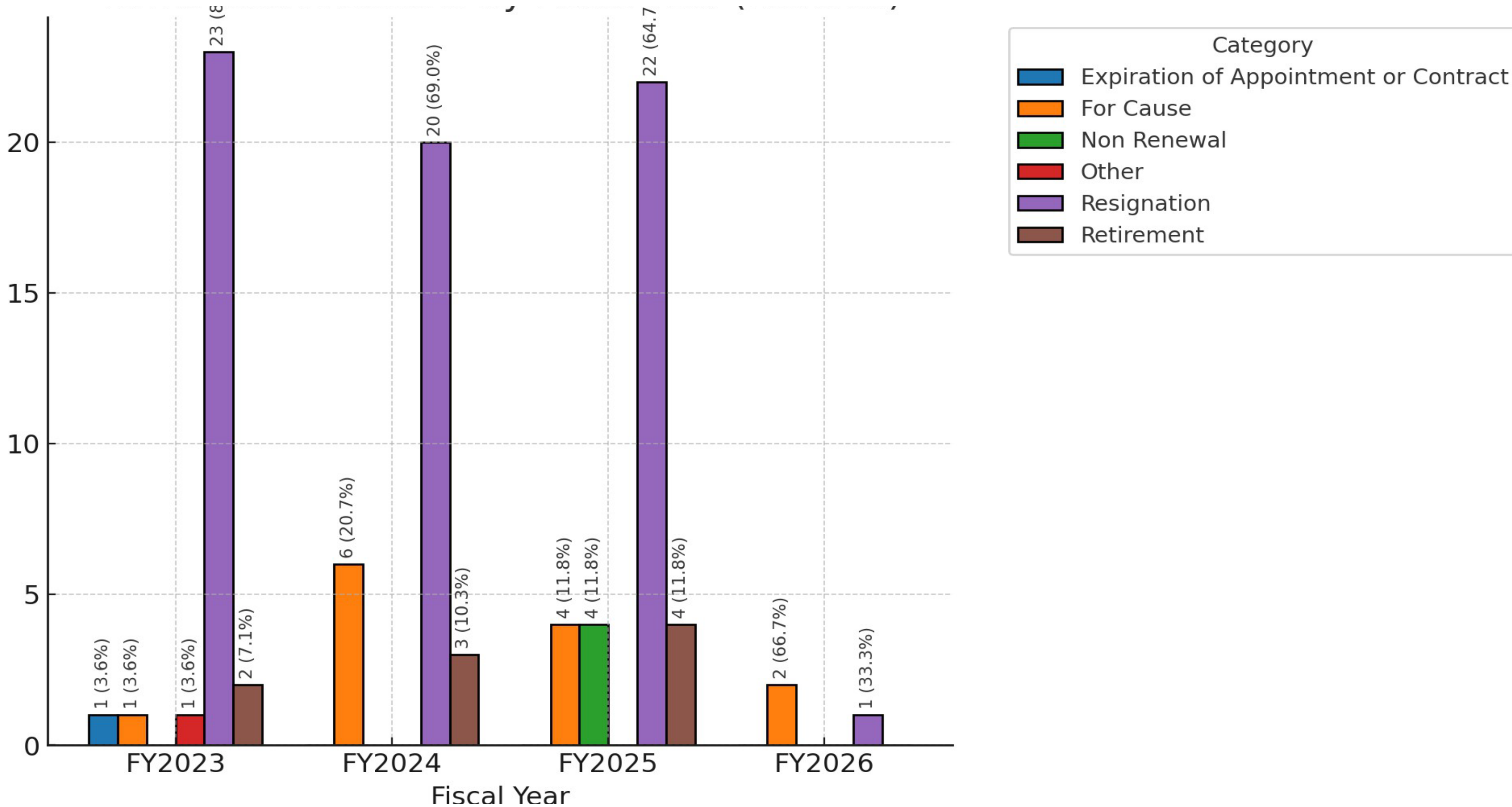
Top 5 Areas with Separations



FY	FACULTY	ASSISTANTS	MAINTENANCE	TAS	BUS OFFICE	DEAN/DIRECTOR
FY2023	5 (31.2%)	4 (25.0%)	1 (6.2%)	2 (12.5%)	3 (18.8%)	1 (6.2%)
FY2024	3 (15.8%)	5 (26.3%)	4 (21.1%)	3 (15.8%)	1 (5.3%)	3 (15.8%)
FY2025	10 (41.7%)	3 (12.5%)	4 (16.7%)	3 (12.5%)	2 (8.3%)	2 (8.3%)
FY2026	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
TOTAL	18 (19.15%)	12 (12.8%)	9 (9.57%)	8 (8.51%)	6 (6.38%)	6 (6.38%)

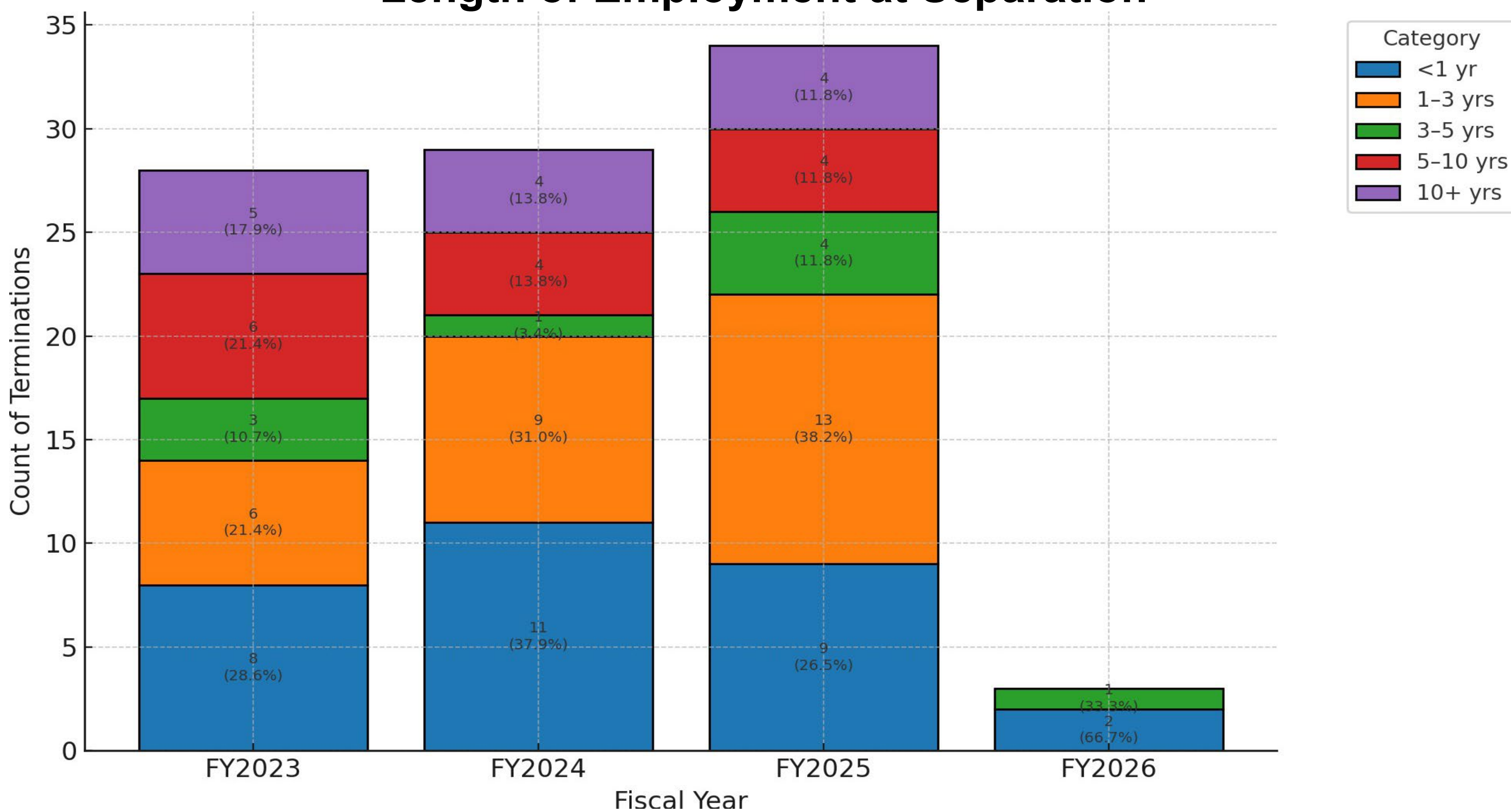
The table shows counts and within-year percentages for the top departments (by total across years). Total shows total separations of each department and percentage of overall separations. Total separations over measurement period was 94.

Separation Type By Fiscal Year



FY	Resignation	For Cause	Retirement	Non Renewal	Expiration of Appointment or Contract
FY2023	23 (82.1%)	1 (3.6%)	2 (7.1%)	0 (0%)	1 (3.6%)
FY2024	20 (69.0%)	6 (20.7%)	3 (10.3%)	0 (0%)	0 (0%)
FY2025	22 (64.7%)	4 (11.8%)	4 (11.8%)	4 (11.8%)	0 (0%)
FY2026	1 (33.3%)	2 (66.7%)	0 (0%)	0 (0%)	0 (0%)

Length of Employment at Separation



FY	<1 yr	1–3 yrs	3–5 yrs	5–10 yrs	10+ yrs
FY2023	8 (28.6%)	6 (21.4%)	3 (10.7%)	6 (21.4%)	5 (17.9%)
FY2024	11 (37.9%)	9 (31.0%)	1 (3.4%)	4 (13.8%)	4 (13.8%)
FY2025	9 (26.5%)	13 (38.2%)	4 (11.8%)	4 (11.8%)	4 (11.8%)
FY2026	2 (66.7%)	0 (0%)	1 (33.3%)	0 (0%)	0 (0%)
% of Total	30 (31.9%)	28 (29.8%)	9 (9.6%)	14 (14.9%)	13 (13.8)

61.7% of turnover was employees that had worked less than 3 years.

Key Takeaways

- Total separations across the period: 94. Distribution by FY: FY2023 28 (29.8%), FY2024 29 (30.9%), FY2025 34 (36.2%), FY2026 3 (3.2%).
- Employee Exit Interviews are vital to addressing the issues with turnover. This will be setup in NEOED to allow us to begin gathering information.

- Resignations are the leading cause annually: Increase focus on employee engagement, supervisor effectiveness, and performance management.

- Early exits (Less than 3 years) suggest more effort is needed in onboarding quality beyond initial onboarding events including supervisor training and support for new employees over the first 1-3 years. Need to do deeper dives to gather information from new employees.

- The number of “Terminations for Cause” also suggest better performance management training, and policy and procedure training may be needed.

- Projects already underway to provide better tools and training: Supervisor training program, onboarding checklists for employees and supervisors, exit interviews, and performance management tracking improvements in NEOED

LEGISLATIVE PREVIEW

October 21, 2025

Rich Chanick
Associate Vice President External Relations

AC4 (Arizona Community College Coordinating Council) begins session with $26M in budget requests

- $2M small business centers
- $3M nursing workforce
- $5M apprenticeship model
- $5M dual enrollment
- $4M adult education
- $7M community college promise

AC4 received $12M in total budget allocations

- $6M adult education
- $1.5M dual enrollment
- $1.5M nursing workforce
- $3M community college promise
- (NOTE: $15M allocated to Arizona Teachers Academy plus excess monies in Spouses of Military Veterans Fund

2025 Legislative Roundup

2026 LEGISLATIVE OUTLOOK

- **Senate Education Committee changes**
- **Budget Outlook**
  - Sales tax collection growth at lowest number since 2011 and below JLBC (Joint Legislative Budget Committee) forecast suggesting retail spending pullback
  - Corporate income tax collections down
- **Tailwinds**
  - Revenue slightly ahead of previously enacted budget
- **Headwinds**
  - Superior Court ruling that legislature failed to provide adequate school facilities funding
  - Big Beautiful Bill forcing state spending on SNAP

PROPOSITION 123

- Republicans' efforts focused on desire to enshrine ESA (Empowerment Scholarship Accounts) in state constitution
- Democrats asking for a clean Prop. 123 and call enshrining ESA a non-starter
- Additionally, disputes over how to incorporate pay increases for teachers
  - **Republicans:** $4,000 pay increase per teacher regardless of regionality, suggested that the proposal comes from similar Arkansas legislation
  - **Democrats:** unclear their proposal but likely focused on proportionality where teacher salaries are higher in metro areas than in rural areas

Considerations in setting PRIORITIES

Funding

Available funding will likely be tight as compared to last year, which was already a tight funding year

Competition

If there are competing requests from community colleges, it can draw from aggregate AC4 requests

Opportunities

Possible increased enrollment leading to increased visibility due to 4-year degree programs

Challenges

Possible federal challenges, CTED (Career and Technical Education Districts), or universities?

AC4 Legislative Priorities

Total ask $64 million

- Restore state funding to Maricopa and Pima Community Colleges- $34 million
- Allied Health/Nursing/First Responders- $10 million
- Workforce Development/Economic Development- $10 million
- Promise Program- $10 million

LEADERSHIP COUNCIL
REPORT TO THE DISTRICT GOVERNING BOARD
10/21/2025

In our last update, we shared the newly identified goals for the 2025-2030 Strategic Plan. We reported that our next step was to identify metrics for measuring goal success. The council met in St Johns in September and began that work. Members reviewed each of the broad goals and created primary and secondary measures to use for the long-term outcomes. Discussion of the importance of measuring more than one data element for each of the goals to increase reliability and validity of measures was also conducted. The draft measures include the following metrics:

1. NPC will forge new, and strengthen current, partnerships between the college and community stakeholders that enhance our students' economic well-being, quality of life, and societal progress.
    a. Partnership/community sentiment/value of NPC.
    b. Alumni data - % of grads that report living wage post graduation.

2. NPC will improve administrative efficacy and institutional sustainability through strategic alignment of college resources, processes, and organizational structure so that NPC is able to succeed in its mission.
    a. Great Colleges Survey – Improvement across categories
    b. Great Colleges Survey – Identified as a top college in one category

3. NPC will increase student persistence and retention by implementing targeted, data-informed, and student-centered initiatives that lead to effectively supporting students in meeting their completion goals.
    a. Program Completion rates
    b. Retention/persistence – *term to term persistence.*

4. NPC will significantly increase enrollment of traditional, adult students. (revised)
    a. Adult student enrollment by unduplicated head count is made up of 75% of the total student population.
    b. Increase FTSE of traditional, adult students (breakdown).

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

a. Completion of at least one class during their initial semester for first time students (by home location).
b. Enrollment by home location

Next Steps:
In the October Leadership Council meeting members will continue working through the metrics, but the next part of the process will emphasize short-term outcomes and project outputs. The metrics and strategies will be added to the logic models and presented to the Deans and Directors during the November annual retreat. By then, we will determine what baseline data we have, and what data might be missing. We will then set targets and benchmarks for each of the goals and metrics.

Navajo County Community College District
Governing Board Meeting Minutes

September 16, 2025 – 10:00a.m.
Painted Desert Campus, Tiponi Community Center Board Room
2251 East Navajo Boulevard, Holbrook, AZ 86025

Governing Board Member Present: Chair Everett Robinson, Mr. Frank Lucero; Ms. Rosie Sekayumptewa; Mr. Derrick Leslie

Governing Board Member Absent: Ms. Kristine Laughter

Others Present: President Von Lawson; EVPLSS Michael Solomonson; CIO Michael Jacob; IVPHR Nicole Ulibarri, Dir. Of Financial Services Russell Kupfer; Debbie Gibbons, Donna Krieser, Colleen Marsh; Katie Matott; Dr. Jeremy Raisor, Dr. David Borofsky, Dr. Tonya Thacker, Dr. Allison Landy, Justin White; Julia Wilson; Dr. Farah Bughio; Jesse Reeck, Cynthia Blevins; Andi DeBellis, Rennie Hutton, Horatio Luna
Remote Attendees: Megan Paddock, Josh Rogers, Melody Niesen, Tracy Solomon, Amanda Sutter, Linda Kor, Michael Broyles, Angie King, Norvita Charleston, Rebecca Diggs, Dr. Wei Ma, Rebecca Hunt, Jennifer Brimhall, Rebeccah Sweet; Kenneth Coggin, Lia Keenan

Agenda Item 1: Call to Order and Pledge of Allegiance
Chair Robinson called the meeting to order at 10:00 a.m. and led the Pledge of Allegiance.

Agenda Item 2: Adoption of Agenda

Chair Robinson asked if there was a motion to adopt the agenda. Mr. Lucero made a motion to adopt the agenda. Mr. Leslie seconded the motion.

The motion carried upon a roll-call vote with Mr. Lucero, Ms. Sekayumptewa, Mr. Leslie and Chair Robinson 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
Director Russell Kupfer expanded on the report provided in the packet.

No Questions.

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

4.A.2. NPC Student Government Association (SGA)
SGA Senator Megan Paddock gave a presentation to the board on SGA Fall semester plans and activities.

Ms. Sekayumptewa asked about Eagle Fest at the Hopi Center. Senator Paddock did not have an update on that particular event.

4.A.3. NPC Faculty Association
No Report.

4.A.4. Classified and Administrative Staff Organization (CASO)
Lead Adviser, Donna Krieser, gave a presentation to the board on the Advising Department, Staff, and current department activities/goals.

No questions.

4.A.5. Compensation Committee
No report.

4.A.6. Northland Pioneer College (NPC) Friends and Family
Friends and Family Director, Jesse Reeck gave the board an update on scholarships and grants from around the district. Friends and Family are looking at software to help students apply for scholarships. She extended invitations to the Pedal the Petrified event on September 26-27 and expressed thanks to all those who support the event.

No questions.

4.A.7. Human Resources
IVPHR Nicole Ulibarri presented an update to the board on open positions, employee census data, and flu shot clinics.

Mr. Lucero asked which area most of the turnover came from. Ms. Ulibarri will get that information for the board.

4.A.8. Construction Report
Director Justin White gave the Board an update on construction projects. Mr. White invited the Board to the Goldwater Building Ribbon Cutting Ceremony. He provided the board with an update on the status of the drawings and budget for the Cosmetology area at LCC.

Chair Robinson asked for a notice of possible quorum to be posted for the event.

Mr. Lucero asked for an update on the building in Holbrook. Dr. Jeremy Raisor provided a board with an update on the student-built home in Holbrook. Mr. White also provided an update on Facilities' activities with this project.

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

Chair Robinson asked who has expressed an interest in the office areas of the Aspen Center. Mr. White provided an update on some of the discussions of the usage of this area.

4.A.9. Enterprise Resource Planning (ERP) Implementation Update
Ms. Colleen Marsh provided the board an update on the ERP implementation, go live dates, and concessions. CIO Jacob provided additional information to the board.

No questions.

4.A.10. Arizona Association of Community College Trustees (AACCT)
Chair Robinson gave the Board an update.
Mr. Leslie provided an update on the retreat that he attended. He would like the college to explore the option of providing a 92-credit-hour Bachelor's Program.
Mr. Lucero asked for further clarification from Mr. Leslie on the 92-credit-hour Bachelor's degree.
Mr. Lucero also asked if there was discussion on changing all the community colleges to non-profits. Mr. Leslie provided additional clarification.
Chair Robinson invited Dr. David Borofsky, Executive Director of AC4, to comment on Mr. Leslie's retreat report.
Mr. Leslie also reported on a meeting he attended with AHCCCS and HHS regarding the Arizona Rural Health Transformation program to expand or grow NPC's Nursing and Allied Health programs.
Mr. Leslie commented that the Bachelor's programs fall under the governance structure of the AZBOR and it is not currently an issue.

Agenda Item 5: NPC Leadership Council

Dr. Landy provided the Board an update on the status of the Strategic Plan.

Mr. Leslie commented that he would like the college to explore the possibility of 92-credit-hour Bachelor's programs. Dr. Landy clarified that the Academic Planning Committee under the Instructional Council is having those conversations.
Mr. Leslie asked if the strategic plan would be on a document to be more like a living document due to the fact that this was a met-with concern from a previous accreditation audit. Mr. Leslie asked what more we need to do address this audit concern. Dr. Landy provided additional information that the HLC would like to see evidence that our plan is being implemented and that it is successful and effective. Mr. Leslie asked how we would get out of the designation of a met-with concern. Dr. Landy assured Mr. Leslie that what the Leadership Council is doing now with the Strategic Plan will clear up the concern. Dr. Solomonson also provided additional information to the Board regarding the met-with concern. Dr. Lawson also provided additional information on this concern and developing a Strategic Plan with a December 30th deadline.
Mr. Leslie requested regular updates from the Leadership Council. Dr. Lawson will have Dr. Landy provide a monthly update to the Board on the status.
Mr. Leslie asked if there would be any negative consequences for our accreditation with this designation. Dr. Landy commented that there are no permanent consequences. Dr. Lawson also

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

provided additional information that we could move to conditional accreditation. Mr. Lucero asked if that would be the case if we don't do anything. Dr. Lawson commented that would not be an issue.
Mr. Leslie asked if the Strategic Plan was aligned with specific action items. Dr. Lawson said that this already exists. The Strategic Plan is tied to our mission and action items. Dr. Landy explained that agenda items brought forward to Shared Governance needs to be tied to specific plan items.
Chair Robinson commented that this has been done in the past but not necessarily to HLC standards. Dr. Landy replied that the college is working hard to show that we are moving in the right direction and providing evidence of success of the Strategic Plan.

The board took a break at 11:14 a.m. and reconvened at 11:20 a.m.

Agenda Item 6: President's Report

President Lawson provided an update to the Board.

Mr. Leslie asked if we could start to connect with our State Reps next year to get information on what may be coming down from the state. He asked if the AVP of External Affairs could present to the DGB. Dr. Lawson replied that AVP Chanick will be attending all board meetings with a standing presentation every month beginning in October.

Agenda Item 7: Consent Agenda

A. **August 19, 2025 Regular Board Meeting Minutes** (Julia Wilson)
B. **2025 - 27 Intergovernmental Agreement** between Navajo County Community College District and Dishchiíbikoh Community School.

Mr. Lucero made a motion to approve all items on the consent agenda. Mr. Leslie seconded the motion. ***The motion carried upon a roll-call vote with Mr. Lucero, Ms. Sekayumptewa, Mr. Leslie and Chair Robinson voting in favor. There were no votes against.***

Agenda Item 8: For Discussion and Possible Action

8.A. Old Business

8.B. New Business

8.B.1 **Request to Approve Cisco System Core Network Equipment**
Mr. Jacob requested that the Board approve Cisco System Core Network Equipment.

Mr. Lucero made a motion to approve the purchase of Cisco System Core Network Equipment for $144405.55. Mr. Leslie seconded the motion. ***The motion carried upon a***

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

roll-call vote with Mr. Lucero, Ms. Sekayumptewa, Mr. Leslie and Chair Robinson voting in favor. There were no votes against.

8.B.2 **Request to Approve 5-Year Contract with Cisco Systems**

Mr. Jacob requested the board to approve the contract with Cisco Systems.

Mr. Lucero made a motion to approve contract for Cisco System for $510676.94. Mr. Leslie seconded the motion. ***The motion carried upon a roll-call vote with Mr. Lucero, Ms. Sekayumptewa, Mr. Leslie and Chair Robinson voting in favor. There were no votes against.***

8.B.3 Request to Approve Fire Science Equipment

Dr. Jeremy Raisor requested the board to approve the purchase of fire trucks for the Fire Science program.

Ms. Sekayumptewa asked if these trucks will be at Kayenta. Dr. Raisor said that these trucks are mobile and can be used anywhere, but that they will be housed at NATC in Taylor.
Mr. Leslie asked why procurement could not handle this purchase. Mr. Kupfer, Dr. Raisor, and Dr. Lawson provided clarification on this purchase and that the procurement procedure would be reviewed.
Ms. Sekayumptewa asked for clarification if these trucks were just for training and not for service calls. Dr. Raisor and Chair Robinson clarified that these trucks will not be used for service calls and that they will have signage indicating this.
Dr. Lawson asked Mr. Leslie for clarification on his request for a procedure review.
Mr. Lucero commented that he did not have a problem with the request as long as there is a limit on it.

Mr. Lucero made a motion to approve the purchase of Fire Science Equipment for the amount not to exceed $220,000. Ms. Sekayumptewa seconded the motion. ***The motion carried upon a roll-call vote with Mr. Lucero, Ms. Sekayumptewa and Chair Robinson voting in favor. Mr. Leslie voted against.***

8.B.4 **Request to Approve Purchase of Long Wait Items for Kayenta**

Mr. White requested the board approve purchases long wait items for the Kayenta Center Project.

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

Chair Robinson asked if HVAC is included in this purchase as well. Mr. White commented that this is just for the purchase of the electrical transformer and panels and items to tie into their water lines.

Mr. Lucero asked for a list of items being purchased. Mr. White provided a verbal list of the items but that a final list would not be available until the specific plans are approved.

Ms. Sekayumptewa made a motion to approve the purchase long-wait items for the new Kayenta Center for the amount not to exceed $185,000. Mr. Lucero seconded the motion. ***The motion carried upon a roll-call vote with Mr. Lucero, Ms. Sekayumptewa and Chair Robinson voting in favor. Mr. Leslie voted against.***

_8.B._5 Request to Approve Purchase of Trucks for Construction Program

Mr. White requested the board approve the purchase of trucks for the Construction Program.

Mr. Lucero asked if they were diesel or gas. Mr. White responded with the information.
Mr. Lucero asked for clarification on where the money was coming from to purchase these trucks. Mr. White provided him the clarification.

Mr. Lucero made a motion to approve the purchase of trucks for the Construction Program not to exceed the amount of $135,000. Ms. Sekayumptewa seconded the motion. ***The motion carried upon a roll-call vote with Mr. Lucero, Ms. Sekayumptewa, and Chair Robinson voting in favor. Mr. Leslie voted against.***

_8.B.6_ Request to Approve Purchase of New Fleet Vehicles

Mr. White requested the board approve the purchase of new fleet vehicles.

Mr. Lucero asked if these were purchased under state contract. Mr. White clarified that these will be purchased by Procurement with state contract being the best price.

Chair Robinson asked if we had retired vehicle 20. Mr. White was not able to recall if that specific vehicle had been retired.

Mr. Lucero made a motion to approve the purchase of new fleet vehicles not to exceed the amount of $111,000. Ms. Sekayumptewa seconded the motion. ***The motion carried upon a roll-call vote with Mr. Lucero, Ms. Sekayumptewa, and Chair Robinson voting in favor. Mr. Leslie voted against.***

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

Mr. White reported to the board on the status of the job fair on October 15th for the building of the Kayenta Center.

8.B.7 **Discussion on NACOG Playground Lease Update**

Dr. Landy provided the board an update on a change to the lease of the NACOG Head Start program with the addition of a toddler classroom and playground.

There were no questions from the Board.

Agenda Item 9: DGB Agenda Items and Informational Needs for Future Meetings.

Mr. Leslie commented that he is confused on the Procurement policy and that is reflected in his nay votes. Mr. Leslie asked to have a separate conversation to gain additional understanding of the policies.

Agenda Item 10: Board Report/Summary of Current and Upcoming Events

High Country Barbershop Chorus, Saturday, September 20th at 1:00pm and 6:00pm at Blue Ridge High School.
White Mountain Symphony Orchestra Saturday, September 27th at 3:00pm at Blue Ridge High School
Goldwater Building Ribbon Cutting, Friday, October 3 at 10:00am at WMC

Agenda Item 11: Announcement of Next Regular Meeting

October 21, 2025

Agenda Item 11: Adjournment

The meeting was adjourned at 12:12 p.m. upon a motion by Mr. Leslie and a second by Mr. Lucero. ***The motion carried upon a roll-call vote with Ms. Sekayumptewa, Mr. Lucero, Mr. Leslie and Chair Robinson voting in favor. There were no votes against.***

Respectfully Submitted,

Julia Wilson

Julia Wilson
Recording Secretary to the Board

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
Governing Board Work Session Minutes

September 16, 2025 – 12:15 p.m.
Painted Desert Campus, Tiponi Community Center Board Room
2251 East Navajo Boulevard, Holbrook, AZ 86025

Governing Board Member Present: Chair Everett Robinson, Mr. Frank Lucero; Ms. Rosie Sekayumptewa; Mr. Derrick Leslie

Governing Board Member Absent: Ms. Kristine Laughter

Others Present: President Von Lawson; EVPLSS Michael Solomonson; CIO Michael Jacob; IVPHR Nicole Ulibarri, Katie Matott; Dr. David Borofsky, Dr. Tonya Thacker, Dr. Farah Bughio, Jesse Reeck, Julia Wilson

Agenda Item 1: Call to Order and Pledge of Allegiance

Chair Robinson called the meeting to order at 12:15 p.m. and led the Pledge of Allegiance.

Agenda Item 2: Adoption of Agenda

Chair Robinson asked if there was a motion to adopt the agenda. Mr. Lucero made a motion to adopt the agenda. Mr. Leslie seconded the motion.

The motion carried upon a roll-call vote with Mr. Lucero, Ms. Sekayumptewa, Mr. Leslie and Chair Robinson voting in favor. There were no votes against.

Agenda Item 3: Discussion Items

3.A President's Cabinet Goals
Dr. Lawson welcomed the board to the meeting and introduced the board to the President's Cabinet for their presentations.

Executive Vice President of Learning and Student Services, Dr. Solomonson presented the department goals including advising services realignment to a unified advising model.
Mr. Leslie commented that he is glad to see this information and that it accomplishes what the department has set out to accomplish and that it should fill the gaps and services that have been missing.
Mr. Lucero asked for clarification on what services are available to students already enrolled. Dr. Solomonson provided clarification and stated that advisers are being cross trained to be able to advise both students coming in from high school and current students. He also clarified that there will be front line support from faculty on specific programs, but that the advisers are being trained to answer some questions.
Dr. Borofsky provided some statistics on current Arizona enrollment makeup.

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

Mr. Lucero asked Dr. Borofsky why students are going elsewhere and not local community colleges. Dr Borofsky provided information on this.
Dr. Lawson added some additional information to Mr. Lucero's question.
Additional discussion was had on programs that the school provides and how we can attract and retain more students across the entire district.
Dr. Lawson mentioned that there is a new economic impact report that will be presented to the board soon.
Ms. Sekayumptewa mentioned that other colleges have recruiters coming to the schools in Hopi Center and around that area even to elementary/middle schools. She asked Dr. Solomonson if there can be a recruiter to go around to the schools. Dr. Solomonson mentioned that we have 2 recruiters and will look into visiting different locations and schools, but that they have not been going to schools at the middle school and elementary school levels.

Interim Vice President of Human Resources, Nicole Ulibarri, presented department goals to the board including revising the hiring process, continue to implement and optimize the new ERP/Onboarding systems (Anthology, NeoEd, and ADP), increase foundational knowledge and cross training including employees to have industry recognized credential by the end of 2027, and to implement the findings of the Gallagher study.
Mr. Leslie asked about the hiring committee process and that he had received some negative comments regarding the hiring process. Ms. Ulibarri said she is concerned about that and making sure that the process is fair and equitable.
Dr. Lawson also commented that he is working with HR on the concerns that have been brought up including the hiring process and compensation/salary requests.
Mr. Lucero commented that he had heard that NPC has given out bonuses but that is against Arizona Statute. Ms. Ulibarri said that she would look into that, but that it was not currently happening.

Chief Information Officer and AVP of Technology and Information Systems, Michael Jacob presented department goals to the board. He said that TAS is working to be more proactive in strategic planning in TAS and not fighting daily fires. He is looking at finishing current projects like the ERP implementation and increasing their footprint across the college and being more involved in committees. They have a goal to communicate more about what technologies NPC currently uses. TAS is working to create a shared governance group to help evaluate technology to ensure that the college is choosing the right and best technology and to be fiscally responsible. They are also working hard to hire former NPC CIS students to join the department and to work with current students to help with TAS projects. TAS also met with various entities at the college to identify TAS' strengths and weakness and did a SWOT analysis with the expanded leadership team to implement a true strategic plan.
Mr. Leslie asked if TAS has sorted out the power issue at Whiteriver. Mr. Jacob commented that they have sent out a new contract.

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

Executive Director of Friends and Family, Jesse Reeck presented foundation goals including getting scholarships into the hands of students, maintaining relationships with donors and current fundraising efforts, conducting a smooth and safe Pedal the Petrified event, and finishing in the top 5 for small non-profits on Arizona Gives day in April. They also have a goal to review and modernize the processes currently being used for financials and updating the scholarship application process for students, staff and reviewers to use. They have a goal to work with AVP Chanick for donor support and Dr. Bughio, Director of Institutional Effectiveness on accurate grant reporting and compliance. Director Reeck will be doing some grant writing training.
Mr. Leslie asked if they have a software system chosen for scholarships. Ms. Reeck commented that they are looking at 4 different software programs and looking to decide with the Friends and Family board next month.
Mr. Leslie asked how they are working with Financial Aid and the Business Office. Ms. Reeck commented that they are looking at how certain software programs can integrate with other software in Financial Aid and the Business Office.

Director of Communications, Katie Matott presented information to the board on the goals of their department. They are developing more strategic and not reactive communications toward students, especially students coming from the public, not just high school. They are working on collecting data from current students to be able to target communications towards them and towards that type of future student. They are working on collecting population data and catering messages based on that information. The Graphic Design department is working on community engagement and recruitment by rebranding guidelines book of what the college's image is to help the staff to create on brand items. They are working on connecting with the community to get their stories of success to share with the community and create storytelling about their experiences at NPC. They are working on recruiting student storytellers to create content for the community. They are also working on Anthology optimization through the REACH software to create and customize the messaging and communications to students. This can all be automated through the REACH software.
Mr. Leslie commented that he was glad that student stories were mentioned. Ms. Matott mentioned that they are thinking about creating a student content team to create and edit content and have it reviewed by the Communications team to post.
Mr. Leslie asked about taking students to the Legislative conference in DC for them to share their stories.
Dr, Lawson commented that Ms. Matott and the communications team are the backbone of campus activities.

Director of Institutional Effectiveness, Dr. Farah Bughio, presented department goals to the board. She commented that Anthology will affect their department heavily and that their biggest goal is to understand and implement the ERP and how it will change how data is acquired from the college and her department. Another goal is to understand Anthology to be able to help with the internal and external reporting generated from the new ERP system. Other goals will be assisting Leadership Council with creating metrics for the strategic plan making sure they can be measured in an effective way. They have a

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

goal to be able to assist other departments with grant reporting and data governance. They want to develop a more efficient and consistent data flow for external reporting. They have a goal to create a committee of reviewers that can work on the comprehensive accreditation review in 2029 and helping the college understand what accreditation is and how important it is. They would like to help the college be more data driven to utilize the data better.
Mr. Leslie commented that he thought it was the Leadership Council's role to be the HLC working group. Dr. Bughio clarified that the Leadership Council is the hub of shared governance, but that it is the Accreditation Liaison Officer's role to lead that.
Mr. Leslie asked if she was responsible for all the data that comes out from the college. Dr. Bughio commented that this is something they are looking at currently. Dr. Lawson commented that at convocation it was announced that the Department of Institutional Effectiveness will be responsible for oversight on data that leaves the college.
Mr. Leslie asked if more people are needed for the IE Department. Dr. Bughio said they are currently short one person, but they are not sure what the department needs will be in the future.

Director Title III programming, Dr. Tonya Thacker presented goals and information, and student engagement strategies related to the program with the board.
Ms. Sekayumptewa asked if Dr. Thacker's position is related to all Native American students at NPC. Dr. Thacker clarified that her grant confines her to working with the centers, not the campuses because the funding is earmarked for the centers. Ms. Sekayumptewa asked Dr. Thacker is she could go to the communities in the districts to discuss with the different chapters about the educational opportunities and possibilities of starting a kid's college there. Dr. Thacker said that under the current grant guidelines, she wouldn't be able to go to every chapter, but she has been to chapter meetings in the Kayenta community. Dr. Lawson commented that we are moving forward to address some of the concerns that Ms. Sekayumptewa raised to help the communities she mentioned.
Mr. Leslie asked about how we are navigating the change in DEI policies. Dr. Lawson commented that we will meet students where they are and work to help anyone that would like to pursue education and try to develop programs that will help them if what we currently offer does not meet their needs. NPC wants to serve the students and communities in our district.
There was further discussion about the programs offered at the centers in the district and helping those communities know what NPC offers.

3.B Board Meeting Location Discussion

The board discussed the possibility of holding board meetings at other campuses and centers in the district. Dr. Lawson commented that we would have some ideas of a schedule of holding board meetings at other locations.

The President's Cabinet was excused from the meeting at 2:48 p.m.

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

3.C Open Meeting Law Training.
AC4 Executive Director, Dr. David Borofsky provided training on Open Meeting Law and Board Effectiveness.
Dr. Borofsky led a discussion on Policy 1003 DGB Code of Ethics.
Dr. Lawson and the Board discussed communication expectations between the President and the Board.
Dr. Borofsky discussed how education policy changes are driving changes at the college level.
Dr. Borofsky discussed email policy with the board.

Agenda Item 4: Adjournment

The meeting was adjourned at 3:45 p.m. upon a motion by Mr. Lucero and a second by Mr. Leslie. ***The motion carried upon a roll-call vote with Ms. Sekayumptewa, Mr. Lucero, Mr. Leslie and Chair Robinson voting in favor. There were no votes against.***

Respectfully Submitted,

Julia Wilson

Julia Wilson
Recording Secretary to the Board

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

Regular Meeting
Agenda Item 7.B.1
October 21, 2025
Information Item

NPC Component Unit Financial Audit Northeast Arizona Training Center 2024-25

Summary:

Northeast Arizona Training Center (NATC) is a separate legal entity but is considered a component unit of Northland Pioneer College (NPC) as defined by the Governmental Accounting Standards Board (GASB) Statement of Standards No. 14. NATC Financial Statements are therefore included in the audited financial statements for NPC by discrete presentation.

BDR Richards, CPA's, PLC, completed the FY 2024-25 financial audit for NATC on October 3, 2025. The auditor issued an opinion that the financial statements were presented fairly, in all material respects and in conformity with Generally Accepted Accounting Principles (GAAP.)

Below are brief highlights from the report:

- Total Assets and Total Net Assets decreased $80,640 due primarily to an increase in administrative and office expense items.
- Total operating revenue increased $8,649 primarily due to an increase in law enforcement membership fees.
- Total expenses increased $15,427, primarily due to increases in insurance expenses and office expenses.
- Overall cash position increased $29,489 primarily due to increases in cash receipts from membership dues.

The final FY 2024-25 Financial Statements are included for review.

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

NORTHEAST ARIZONA TRAINING CENTER, INC.

FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NORTHEAST ARIZONA TRAINING CENTER, INC.

Financial Statements

June 30, 2025 and 2024

TABLE OF CONTENTS

BDR RICHARDS
CPA'S, PLC

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
of Northeast Arizona Training Center, Inc.

Opinion

We have audited the accompanying financial statements of Northeast Arizona Training Center, Inc. (a nonprofit organization), which comprise the statements of financial position as of June 30, 2025 and 2024, and the related statements of activities, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Northeast Arizona Training Center, Inc. as of June 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Northeast Arizona Training Center, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Northeast Arizona Training Center, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Northeast Arizona Training Center, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Northeast Arizona Training Center, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

BDR Richards CPA's, PLC

Snowflake, AZ
October 3, 2025

Northeast Arizona Training Center, Inc.
Statements of Financial Position
June 30, 2025 and 2024

	2025	2024
Assets		
Current assets		
Cash and cash equivalents	$ 151,245	$ 121,756
Contributions receivable	7,600	8,500
Prepaid expenses	24,361	25,248
Total current assets	183,206	155,504
Property and equipment		
Land	110,000	110,000
Construction in progress	872,778	872,778
Buildings	637,742	637,742
Training facilities	2,151,697	2,151,697
Other capital equipment	37,982	37,982
Less accumulated depreciation	(1,763,965)	(1,655,623)
Net property and equipment	2,046,234	2,154,576
Total assets	$ 2,229,440	$ 2,310,080
Net Assets		
Without donor restrictions-undesignated	2,229,440	2,310,080
Total net assets	$ 2,229,440	$ 2,310,080

The notes to the financial statements are an integral part of this statement.

Northeast Arizona Training Center, Inc.

Statements of Activities

Years ended June 30, 2025 and 2024

	2025	2024
Support and revenue		
Fire department membership fees	$ 13,900	$ 15,400
Law enforcement membership fees	44,500	16,500
Donated captial items	-	12,252
Interest	16	15
Non member fees	7,000	12,000
Private agency usage	3,000	3,600
Total support and revenue	68,416	59,767
Expenses		
Administrative and office	40,714	27,737
Depreciation	108,342	105,892
Total expenses	149,056	133,629
Change in net assets	(80,640)	(73,862)
Net assets at beginning of year	2,310,080	2,383,942
Net assets at end of year	$ 2,229,440	$ 2,310,080

The notes to the financial statements are an integral part of this statement.

Northeast Arizona Training Center, Inc.
Statements of Cash Flows
June 30, 2025 and 2024

	2025	2024
Cash flows from operating activities		
Receipts from members and users	$ 69,300	$ 39,000
Interest income	16	15
Payments to vendors	(39,827)	(36,468)
Net cash provided by operating activities	29,489	2,547
Cash flows from investing activities		
Purchase of property and equipment	-	(15,515)
Net cash used in investing activities	-	(15,515)
Net change in cash	29,489	(12,968)
Cash at beginning of year	121,756	134,724
Cash at end of year	$ 151,245	$ 121,756
Reconciliation of change in net assets to net cash provided by operating activities:		
Change in net assets	$ (80,640)	$ (73,862)
Adjustments to reconcile operating income to net cash provided by operating activities:		
Depreciation	108,342	105,892
Non-cash donations	-	(12,252)
Changes in assets and liabilities:		
Contributions receivable	900	(8,500)
Prepaid expenses	887	(8,731)
Net cash provided by operating activities	$ 29,489	$ 2,547

The notes to the financial statements are an integral part of this statement.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies of Northeast Arizona Training Center, Inc. (NATC) are described below to enhance the usefulness of the financial statements to the reader.

Nature of the Organization
NATC was incorporated as a not-for-profit organization in the state of Arizona in 2004. NATC's mission is to own and operate a certified all risk regional training center to meet the educational and testing needs of fire and law enforcement personnel in Northeast Arizona. The voting members of the board of directors of NATC are personnel of Northland Pioneer College (NPC). Due to the control exercised by Northland Pioneer College, NATC is a component unit of Northland Pioneer College. Northland Pioneer College provides certain personnel and other expenses incurred for the benefit of NATC. Northland Pioneer College holds some of its classes in the NATC's training facility and owns certain educational assets utilized in the training facility. The revenue raised and expenses incurred by Northland Pioneer College for the operation of the Northeast Arizona Training Facility are not included in these financial statements. The training facility is utilized by Fire and Law Enforcement personnel throughout Northeast Arizona. NATC derives its operating revenues primarily through membership dues paid by the various user agencies and through user fees charged to other private organizations. NATC receives state appropriations through NPC and recognizes the operating income as pass through grant revenue.

Basis of Accounting
The financial statements have been prepared following the U.S. GAAP Financial Reporting Framework, using the accrual basis of accounting, in conformity with accounting principles generally accepted in the United States of America.

Net Assets
NATC presents its financial statements in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification ASU 2016-14. Accordingly, NATC reports information regarding its financial position and activities according to revenues, gains, and losses that are classified based on the existence or absence of donor or grantor-imposed restrictions. Net assets and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions – Net assets available for us in general operations and not subject to donor (or certain grantor) restrictions.

Net Assets With Donor Restrictions – Net assets subject to donor – (or certain grantor-) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates those resources be maintained in perpetuity. On June 30, 2025, NATC had no net assets with donor restrictions, on June 30, 2024, NATC had no net assets with donor restrictions.

Use of Estimates
The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from these estimates. The most significant estimate impacting NATC is the depreciable lives of fixed assets.

Cash and cash equivalents
Highly liquid investments with an original maturity of three months or less are classified as cash equivalents and are stated at fair value.

Property and Equipment
NATC capitalizes all property and equipment expenditures with a cost of $3,000 or more and having estimated useful lives of more than one year. Property and equipment are recorded at cost or, for donated items, at fair value as of the date received. Expenditures for minor replacements, maintenance and repairs are charged to expense when incurred. Property and equipment are depreciated using the straight-line method over estimated useful lives ranging from five to fifty years.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributions receivable
Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Conditional promises to give are not included as support until the conditions are met. As of June 30, 2025, contributions receivable balance was $7,600. Contributions receivable on June 30, 2024, was $8,500.

Income Taxes
NATC is a public non-profit organization and is exempt from federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code and Section 43-1201 of the Arizona Revised Statutes. Therefore, the accompanying financial statements contain no provision or liability for income taxes. Continued tax-exempt status is contingent on future operations following the Internal Revenue Code.

Revenue
Revenue is recognized when earned and represents operational revenues. NATC recognizes grant revenue received through State appropriations as operational funding.

Date of Management's Review
Management has reviewed events after June 30, 2025, up through the financial statement report date, October 3, 2025. As of the report date, there have been no events after June 30, 2025, that are required to be disclosed to present fairly the financial position and changes in net assets of NATC.

NOTE 2 – IN-KIND DONATIONS

During the fiscal year ending June 30, 2025, no in-kind donations were received. In the fiscal year ending June 30, 2024, NATC received two police cars valued at $12,252 which were capitalized and are being depreciated.

NOTE 3 – CASH AND INVESTMENTS

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the balance sheet date, comprise the following:

Cash and cash equivalents	**2025**	**2024**
Cash - demand deposit	$ 151,245	$ 121,756
Total unrestricted cash and cash equivalents	$ 151,245	$ 121,756

NATC has no investments on June 30, 2025.

Credit Risk – NATC does not have a formal policy regarding credit risk.

Custodial Credit Risk – For an investment, custodial credit risk is the risk that, in the event of the counterparty's failure, NATC will not be able to recover the value of its investments held by NPC or collateral securities that are in an outside party's possession. NATC does not have a formal investment policy for custodial credit risk.

Concentration of Credit Risk – NATC does not have a formal policy for concentration of credit risk. NATC maintains a single bank account in Snowflake, AZ at National Bank of Arizona. Accounts at the institution are insured by the Federal Deposit Insurance Corporation (FDIC) up to $250,000. Cash at the June 30, 2025, balance sheet date did not exceed the FDIC limits. Cash on June 30, 2024, did not exceed the FDIC limits.

Interest Rate Risk – NATC does not have a formal policy for interest rate risk.

NOTE 4 – RELATED PARTY TRANSACTIONS

Northland Pioneer College provides certain use of facilities and staff services which benefits NATC. However, since these provided facilities and services also benefit Northland Pioneer College's educational programs, no value for these amounts is recorded on NATC's financial statements. Northland Pioneer College pays all utility costs for NATC.

NOTE 5 – PROPERTY AND EQUIPMENT

Property and equipment consist of the following:

	2025	2024
Land	$ 110,000	$ 110,000
Construction in progress	872,778	872,778
Buildings	637,742	637,742
Training facilities	2,151,697	2,151,697
Other Capital Equipment	37,982	37,982
	3,810,199	3,810,199
Less accumulated depreciation	(1,763,965)	(1,655,623)
	$2,046,234	$2,154,576

Depreciation expense for the period ending June 30, 2025, was $108,342 and for the period ending June 30, 2024, was $105,892. Property and equipment categories not being depreciated include Land and Construction in progress. There were no increases in the capital asset amounts during the year.

NOTE 6 - CASH FLOW INFORMATION

There were no non-cash financing transactions during the fiscal years 2025 or 2024. NATC paid no interest or income tax during the fiscal years 2025 or 2024.

NOTE 7 – FUNCTIONAL EXPENSES

All functional expenses are classified as program expenses. For the years ending June 30, 2025, and 2024, the following expenses are classified by nature and function:

	2025	2024
Insurance	$ 30,312	$ 19,325
Accounting/Audit	7,500	7,000
Security	849	810
Bad debt expense	-	602
Miscellaneous	2,053	-
Depreciation expense	108,342	105,892
Total expenses	$ 149,056	$ 133,629

Regular Meeting
Agenda Item 7.B.2
October 21, 2025
Information Item

NPC Component Unit Financial Audit
NPC Friends and Family 2024-25

Summary:

NPC Friends and Family (NPCFF) is a separate legal entity but is considered a component unit of Northland Pioneer College (NPC) as defined by the Governmental Accounting Standards Board (GASB) Statement of Standards No. 14. NPCFF Financial Statements are therefore included in the audited financial statements for NPC by discrete presentation.

BDR Richards, CPA's, PLC, completed the FY 2024-25 financial audit for NPCFF August 1, 2025. The auditor issued an opinion that the financial statements were presented fairly, in all material respects and in conformity with Generally Accepted Accounting Principles (GAAP.)

Below are brief highlights from the report:

- Total Assets and Total Net Assets increased by $334,715 primarily due to a high net investment return.
- Total revenue decreased by $34,400 primarily related to a decrease in net special events revenue.
- Total expenses increased by $52,855 due to increase awards of scholarships.
- Overall cash position decreased $267,446.

The final FY 2024-25 Financial Statements are included for review.

NORTHLAND PIONEER COLLEGE FRIENDS AND FAMILY, INC.

FINANCIAL STATEMENTS
JUNE 30, 2025 and 2024

Table of Contents

BDR RICHARDS
CPA'S, PLC

Independent Auditor's Report

To the Board of Directors
Northland Pioneer College Friends and Family, Inc.
Snowflake, AZ 85937

Opinion

We have audited the accompanying financial statements of Northland Pioneer College Friends and Family, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2025 and 2024, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Northland Pioneer College Friends and Family, Inc. as of June 30, 2025 and 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Northland Pioneer College Friends and Family, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Northland Pioneer College Friends and Family, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Northland Pioneer College Friends and Family, Inc.'s internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Northland Pioneer College Friends and Family, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

BDR Richards, CPA's PLC

Snowflake, AZ
August 1, 2025

Northland Pioneer College Friends and Family, Inc.
Statements of Financial Position
June 30, 2025 and 2024

	2025	2024
Assets		
Cash - checking and savings	$ 234,022	$ 335,223
Cash - checking and savings - restricted	216,288	382,533
Investments - marketable securities	807,803	569,825
Investments - marketable securities - restricted	1,587,329	1,223,146
Total assets	$ 2,845,442	$ 2,510,727
Net Assets		
Without donor restrictions	1,041,825	905,048
With donor restrictions	1,803,617	1,605,679
Total net assets	2,845,442	2,510,727
Total liabilities and net assets	$ 2,845,442	$ 2,510,727

Northland Pioneer College Friends and Family, Inc.
Statement of Activities
Year Ended June 30, 2025

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues and other support			
Contributions	$ 16,159	$ 337,344	$ 353,503
Interest	1,100	1,954	3,054
Net investment return	76,147	92,035	168,182
Gross special events revenue	83,719	-	83,719
Less cost of direct benefits to donors	(38,184)	-	(38,184)
Net special events revenue	45,535	-	45,535
Net assets released from restrictions	78,565	(78,565)	-
Total revenues and other support	217,506	352,768	570,274
Expenses			
Program services expense			
Scholarships	65,505	154,830	220,335
Total program expenses	65,505	154,830	220,335
Supporting services expense:			
Management and general	15,224	-	15,224
Total supporting services expense	15,224	-	15,224
Total expenses	80,729	154,830	235,559
Change in net assets	136,777	197,938	334,715
Net assets, beginning of year	905,048	1,605,679	2,510,727
Net assets, end of year	$ 1,041,825	$ 1,803,617	$ 2,845,442

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues and other support			
Contributions	$ 81,423	$ 337,086	$ 418,509
Interest	2,800	3,106	5,906
Net investment return	49,064	73,858	122,922
Gross special events revenue	80,485	-	80,485
Less cost of direct benefits to donors	(23,148)	-	(23,148)
Net special events revenue	57,337	-	57,337
Net assets released from restrictions	3,192	(3,192)	-
Total revenues and other support	193,816	410,858	604,674
Expenses			
Program services expense			
Scholarships	63,500	110,507	174,007
Total program expenses	63,500	110,507	174,007
Supporting services expense:			
Management and general	8,697	-	8,697
Total supporting services expense	8,697	-	8,697
Total expenses	72,197	110,507	182,704
Change in net assets	121,619	300,351	421,970
Net assets, beginning of year	783,429	1,305,328	2,088,757
Net assets, end of year	$ 905,048	$ 1,605,679	$ 2,510,727

Northland Pioneer College Friends and Family, Inc.
Statements of Cash Flows
Years Ended June 30, 2025 and 2024

	2025	2024
Cash flows from operating activities		
Cash received from contributions	$ 353,503	$ 418,509
Cash received from special events	83,719	80,485
Payments for scholarships	(220,335)	(174,007)
Payments to vendors	(53,407)	(31,844)
Interest received	3,054	5,906
Net cash provided by (used in) operating activities	166,534	299,049
Cash flows from investing activities		
Cash received from sale of investments	67,370	56,815
Purchase of investments	(501,350)	(106,651)
Net cash used in investing activities	(433,980)	(49,836)
Net increase (decrease) in cash	(267,446)	249,213
Cash and cash equivalents, beginning of year	717,756	468,543
Cash and cash equivalents, end of year	$ 450,310	$ 717,756

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies of Northland Pioneer College (NPC) Friends and Family, Inc. (the Organization) are described below to enhance the usefulness of the financial statements to the reader.

Nature of the Organization
The Organization is a not-for-profit corporation operating in accordance with Section 501(c)(3) of the Internal Revenue Code. The Organization is located in Snowflake, Arizona, and provides supplemental philanthropic support for students, and programs and services that advance the mission of Northland Pioneer College (NPC). The Organization receives cash contributions, gifts, and administers and invests securities and property; conducts special-event fundraisers; and disburses payments to the College for educational purposes.

Basis of Accounting
The financial statements have been prepared following the U.S. GAAP Financial Reporting Framework, using the accrual basis of accounting, in conformity with accounting principles generally accepted in the United States of America.

Financial Statement Presentation
The Organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets in accordance with the existence or absence of donor restrictions.

Income Taxes
The Organization is a public non-profit organization and is exempt from federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code and Section 43-1201 of the Arizona Revised Statutes. Therefore, the accompanying financial statements contain no provision or liability for income taxes. In addition, the Organization qualifies for the charitable deduction under Internal Revenue Section 170(b)(1)(A).

The Organization files information tax returns with the U.S. federal government.

Use of Estimates
The preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP) in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Contributions
The Organization records contributions received as unrestricted, temporarily restricted, or permanently restricted support depending on the existence and/or nature of any donor-imposed restrictions.

Endowment Funds
The Organization is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), which requires enhanced disclosures for all its endowment funds. UPMIFA provides the Organization with guidance on accounting for the net asset classification of endowment funds.

Discounted or Donated Goods and Services
The Organization receives certain discounted or donated goods and services that directly benefit NPC and the Organization. Amounts for these discounts and donations have been included in the accompanying financial statements to the extent that a measurable basis exists for their fair values and the corresponding benefit to the Organization. These discounted or donated goods and services that are received by the Organization for no value in return are recorded as program and support service expenses and as in-kind donations and are reflected in the financial statements at their fair values. If donated goods merely pass through the Organization to charitable beneficiaries, and if the Organization is only an agent for the donors, no contribution is recorded.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Cash and Cash Equivalents
For purposes of the Statement of Cash Flows, the Organization considers all highly liquid debt instruments with maturities of three months or less to be cash equivalents.

Credit Risk – The Organization does not have a formal policy for credit risk.

Concentration of Credit Risk – The Organization does not have a formal policy for concentration of credit risk. The Organization maintains bank accounts for operations, restricted, and unrestricted scholarships at National Bank of Arizona in Snowflake, AZ, as of June 30, 2025 there were no uninsured deposits.

Property Held for Sale
Certain assets are received from donors by the Organization and are held for resale. Such assets are recorded at approximate fair market values at the date of donation which approximates their fair value at the dates of the Statements of Financial Position. As of June 30, 2025 the organization does not have any property held for sale.

Investments
Investments are recorded at cost, or if donated, at fair value on the date of donation. Thereafter, investments are reported at their fair values in the statements of financial position. Net investment return/(loss) is reported in the statements of activities and consists of interest and dividend income, realized and unrealized capital gains and losses, less external and direct internal investment expenses. Investment advisory fees were $18,760 for the year ended June 30, 2025 and $16,437 for the year ended June 30, 2024.

Accounts Receivable
Accounts are determined to be delinquent on an individual basis depending on the nature of the receivable and are written off when deemed uncollectible in management's opinion.

Property & Equipment
Purchased property and equipment are capitalized at cost. Donations of property and equipment are recorded as contributions at their estimated fair value on the date of donation. Such donations are reported as unrestricted contributions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Organization reclassifies temporarily restricted net assets to unrestricted net assets at that time.

Date of Management's Review
Management has reviewed events subsequent to June 30, 2025, up through the date the financial statements were available to be issued, August 1, 2025, to evaluate their effect on the fair presentation of the financial statements. As of the date the financial statements were available to be issued, there have been no events subsequent to June 30, 2025, that are required to be disclosed in order to present fairly the financial position and changes in net assets of the Organization.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Net Assets

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor or grantor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions – Net assets available for use in general operations and not subject to donor (or certain grantor) restrictions. The governing board has designated, from net assets without donor restrictions, net assets for an operating reserve and board-designated endowment.

Net Assets With Donor Restrictions – Net assets subject to donor (or certain grantor) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Revenue and Revenue Recognition

Revenue is recognized when earned. Program service fees and payments under cost-reimbursable contracts received in advance are deferred to the applicable period in which the related services are performed or expenditures are incurred, respectively. Contributions are recognized when cash, securities or other assets, an unconditional promise to give, or notification of a beneficial interest is received. Conditional promises to give are not recognized until the conditions on which they depend have been substantially met.

NOTE 2 – LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the balance sheet date, comprise the following:

	2025	2024
Financial assets at year end:		
Cash and cash equivalents	$ 450,310	$ 717,756
Investments	2,395,132	1,792,971
Total financial assets	2,845,442	2,510,727
Less amounts not available to be used within one year:		
Net assets with donor restrictions	1,803,617	1,605,679
	1,803,617	1,605,679
Financial assets available to meet general expenditures over the next twelve months	$ 1,041,825	$ 905,048

Endowment funds consist of donor-restricted endowments and funds designated by the board as endowments. Income from donor-restricted endowments is restricted for specific purposes, with the exception of the amounts available for general use. Donor-restricted endowment funds are not available for general expenditure.

NOTE 3 – FAIR VALUE MEASUREMENTS AND DISCLOSURES

We report certain assets at fair value in the financial statements. Fair value is the price that would be received to sell an asset in an orderly transaction in the principal, or most advantageous, market at the measurement date under current market conditions regardless of whether that price is directly observable or estimated using another valuation technique. Inputs used to determine fair value refer broadly to the assumptions that market participants would use in pricing the asset or liability, including assumptions about risk. Inputs may be observable or unobservable. Observable inputs are inputs that reflect the reporting entity's own assumptions about the assumptions market participants would use in pricing the asset based on the best information available. A three-tier hierarchy categorized the inputs as follows:

Level 1 – Quoted prices (unadjusted) in active markets for identical assets that we can access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset, either directly or indirectly. These include quoted prices for similar assets in active markets, quoted prices for identical or similar assets in markets that are not active, inputs other than quoted prices that are observable for the asset, and market-corroborated inputs.

Level 3 – Unobservable inputs for the asset. In these situations, we develop inputs using the best information available in the circumstances.

A significant portion of our investment assets are classified within Level 1 because they comprise open-end mutual funds with readily determinable fair values based on daily redemption values.

The following table presents assets measured at fair value on a recurring basis at June 30, 2025:

Assets	Level 1	Level 3
Cash	$ 450,310	$ -
Endowment Investments	2,395,132	-
Total	$ 2,845,442	$ -

The following table presents assets measured at fair value on a recurring basis at June 30, 2024:

Assets	Level 1	Level 3
Cash	$ 468,543	$ -
Endowment Investments	1,620,214	-
Total	$ 2,510,727	$ -

NOTE 4 - PROPERTY & EQUIPMENT

There is no listed property and equipment for the Organization.

NOTE 5 - RELATED PARTIES

Northland Pioneer College provides the Organization with office space at no cost. Similarly, there is no charge for related items, such as utilities, insurance, and overhead. The value of these expenses is deemed minimal and has not been reflected on the financial statements as of June 30, 2025 or June 30, 2024.

NOTE 6 - ENDOWMENT AND OTHER RESTRICTED FUNDS

As of June 30, 2025, NPC Friends and Family's endowments consisted of the following funds: One fund established for the Martia A. Smith Memorial Art Scholarship, one for the Charles E. Listizky Scholarship, one for Prescott Winslow Memorial Scholarship, one for the Claude Endfield Early Childhood Scholarship Fund, one for Jon Graff Ph.D. for endowed scholarships, one for Jennifer Lee Witt Memorial Scholarship, one for Taking Flight Scholarships in memory of Dr. Eric B. Henderson, one for Mary Kath Smith Lindy Native American Scholarship, and one for NPC Friends and Family. The latter was established in October 2014 to assure the future viability of the organization. In addition, a Donor Restricted fund, AndyVon for Native American student Scholarships, is held in a cash only account with plans to continue donations to ensure long-term viability of the fund.

As required by generally accepted accounting principles, net assets associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board of Directors of NPC Friends and Family has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, NPC Friends and Family classifies as permanently restricted net assets the original value of gifts donated to the permanent endowment and the original value of subsequent gifts to the permanent endowment.

The remaining portion of the donor-restricted endowment fund earnings that are not classified in permanently restricted net assets are classified as temporarily restricted net assets, until those amounts are appropriated for expenditure by NPC Friends and Family in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, NPC Friends and Family considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) The duration and preservation of the various funds; (2) The purposes of the donor-restricted endowment funds; (3) General economic conditions; (4) The possible effect of inflation and deflation; (5) The expected total return from income and the appreciation of investments; (6) Other resources of NPC Friends and Family; and (7) NPC Friends and Family's investment policies.

The endowments are managed in separate investment accounts. Transactions within each individual endowment are based on the unit market value at the end of the month during which the transaction takes place for withdrawals and additions. It is the goal of NPC Friends and Family that the total return from each endowment investment should be adequate to meet the following objectives:

- Preserve investment capital and its purchasing power
- Generate sufficient resources to meet spending needs (payout)
- Attain reasonable capital appreciation, through prudent acceptance of risk, to enhance the future purchasing power of the investment capital.

NOTE 6 - ENDOWMENT FUNDS (continued)

As of June 30, 2025, the endowment assets were invested in marketable securities with Edward Jones. The amount of investments uninsured by the Securities Investor Protection Corporation (SIPC) as of June 30, 2025, was $426,349.

All endowment investments are carried at fair value and classified as non-current regardless of maturity due to restrictions limiting NPC Friends and Family's ability to use these investments. Each endowed account shall have a minimum of $10,000, said amount to be reached within a three (3) year period from the time of initial donation, which must be at least $5,000. If, after the three (3) year period has expired, the account has not reached the minimum level prescribed, the contributors to the fund shall have two options: (a) Award the existing amount over a designated period; or (b) authorize combining the fund with another, compatible, existing endowment fund. The three-year period may be waived if a plan has been designed with another approved time period and approved by the Board of Directors. All interest earned in developing endowed accounts shall revert to the fund corpus during the three-year period. No awards shall be made from the developing fund during the three-year period, unless the minimum balance of $10,000 is reached prior the end of the three-year period. For June 30, 2025, all funds had balances greater than $10,000.

The contributor to the fund may impose additional provisions for the scholarships paid from endowments. In the fiscal year ending June 30, 2025, transfers were made from the investment earnings on select endowed scholarships to the Restricted Scholarship fund. It was determined there were sufficient gains on the investments to make the awards without invading the principal and preserving sufficient return to keep the fund growing in perpetuity. To ensure observance of limitations and restrictions placed on the use of resources available to NPC Friends and Family, net assets, revenues and expenses are classified and reported as follows, based on the existence or absence of donor-imposed restrictions.

Net Assets with Donor Restrictions - include permanent endowments. Such funds are generally subject to donor restrictions requiring the principal to be invested in perpetuity for the purpose of producing income that may be expended or added to principal in accordance with the donor's wishes. As of June 30, 2025, the Martia A. Smith Memorial Art Scholarship endowment agreement requires the average rate of inflation for the prior calendar year of investment earnings to be added back to permanently restricted funds. Contributions designated by donors for use by particular entities or programs or for specific purposes or earnings from permanently restricted endowments, which have not been appropriated for their intended purpose. Term endowments are temporarily restricted, because they are permanent-type endowments, which include an expiration date or stated period of time or occurrence of a specified event, after which all or part of the principal may be expended.

Net Assets without Donor Restrictions - are not subject to donor-imposed restrictions. They also include Board Restricted endowments, of which the corpus can be invaded upon a vote by the Board. The NPC Friends and Family Endowment, established October 2014, falls into this category.

NOTE 6 - ENDOWMENT FUNDS (continued)

As of June 30, 2025 and 2024, the Organization had the following net asset composition by type of fund:

	2025		
	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, beginning of year	$ 569,825	$ 1,223,146	$ 1,792,971
Investment return, net	76,147	92,035	168,182
Contributions	94,724	258,779	353,503
Transfers	100,000	120,000	220,000
Distributions from board-designated endowment pursuant to policy	(32,893)	(106,631)	(139,524)
Endowment net assets, end of year	$ 807,803	$ 1,587,329	$ 2,395,132

	2024		
	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, beginning of year	$ 525,760	$ 1,094,454	$ 1,620,214
Investment return, net	49,064	73,858	122,922
Contributions	84,615	333,894	418,509
Transfers	-	-	-
Distributions from board-designated endowment pursuant to policy	(89,614)	(279,060)	(368,674)
Endowment net assets, end of year	$ 569,825	$ 1,223,146	$ 1,792,971

NOTE 7 - FUNCTIONAL EXPENSES

	2025		
	Program Services	Support Services	Total
Contract services	$ -	$ 7,500	$ 7,500
Insurance	-	2,498	2,498
Office expenses	-	5,226	5,226
Event expenses	38,184	-	38,184
Scholarships	220,335	-	220,335
	$ 258,519	$ 15,224	$ 273,743

	2024		
	Program Services	Support Services	Total
Contract services	$ -	$ 8,040	$ 8,040
Insurance	-	657	657
Office expenses	-	-	-
Event expenses	23,148	-	23,148
Scholarships	174,007	-	174,007
	$ 197,155	$ 8,697	$ 205,852

Regular Meeting
Agenda Item 7.B.3
October 21, 2025
Action Item

Request to Approve Fiscal Year 27 Budget Calendar and Budget Assumptions

Recommendation:
Staff recommends approval of the fiscal year 2026-2027 (FY27) Budget Calendar and Assumptions.

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

Budget Development Calendar

Fiscal Year 2026-2027

Proposed:

ACTIVITY	RESOURCE	DUE BY
1. Receive budget calendar and budget assumptions	DGB	16 September 2025
2. Approve budget calendar and budget assumptions	DGB	21 October 2025
3. Distribute materials for operational & capital budgets and staffing requests	Financial Services	21 October 2025
4. Financial Services receives department budget & justifications	Department Budget Managers & Financial Services	19 January 2026
5. President's Cabinet receives staffing requests	Department Budget Managers & President's Cabinet	19 January 2026
6. President receives compensation recommendation	President, CHRO, FA, CASO	19 January 2026
7. President's Cabinet finalizes staffing needs and receives preliminary discretionary budget	President's Cabinet	2 February 2026
8. Receive introductory budget analysis	DGB	17 February 2026
9. Receive tuition and fee schedules	DGB	17 February 2026
10. Receive compensation proposal	DGB	17 February 2026
11. Budget Hearing (if necessary)	Department Budget Managers & Financial Services	27 February 2026
12. Budget hearing (if necessary)	President's Cabinet	9 March 2026
13. Receive preliminary budget analysis	DGB	17 March 2026
14. Approve tuition and fee schedules	DGB	17 March 2026
15. Approve compensation	DGB	17 March 2026
16. Receive state budget forms and analysis *(no later than June 5 A.R.S. 15-1461)*	DGB	21 April 2026
17. Adopt or modify preliminary budgets	DGB	21 April 2026
18. Publish notice of **budget hearing** & **special board meeting** *(not later than 15 days prior to hearing A.R.S. 15-1461)*	CFO	30 April 2026
19. Publish **budget** on website *(not later than 15 days prior to hearing A.R.S. 15-1461)*	CFO	4 May 2026
20. Publish notice in newspaper and issue a press release for truth in taxation (**TNT) hearing** *(14-20 days prior to hearing A.R.S. 15-1461.01)*	CFO	30 April 2026
21. 2nd notice in newspaper for **TNT hearing** *(7-10 days prior to hearing A.R.S. 15-1461.01)*	CFO	7 May 2026
22. 2nd notice of public **budget** hearing & **special board meeting** in newspaper *(not later than 5 days prior to hearing A.R.S. 15-1461)*	CFO	7 May 2026
23. 2nd publication of **budget** in newspaper *(not later than 5 days prior to hearing A.R.S. 15-1461)*	CFO	7 May 2026
24. Conduct public **budget hearing** and **TNT hearing** *(no later than June 20 A.R.S. 15-1461 & 15-1461.01)*	DGB	19 May 2026
25. Adopt property tax levy & final budgets at special meeting	DGB	19 May 2026
26. Notify PTOC of primary property tax levy *(within 3 days after hearing A.R.S. 15-1461.01)*	CFO	22 May 2026
27. Submit tax levy to Navajo County	CFO	22 May 2026

Northland Pioneer College
Budget Development Assumptions
FY27

GENERAL ASSUMPTIONS

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

REVENUE ASSUMPTIONS

- State appropriations for equalization, maintenance & operations is expected to increase compared to current fiscal year. Rural aid is expected to be flat compared to the current fiscal year.
- Assessed valuations for setting the primary property tax levy will be available in February and an increase is expected. To protect the equalization funding, the levy needs to be set at the maximum allowable of 2% increase over the prior year. For FY27 the levy will be set at the maximum allowed.
- The District Governing Board adopted tuition rates on a three-year cycle that ended in FY26. The District Governing Board will receive a proposed three-year plan that will cover FY27-FY29 in February and will be requested to approve the new tuition rates in March. The previous approved plan covers the period FY24 to FY26.
    - In-district tuition rates reflects a small increase for each year listed:
      (A) FY24 is $70 per credit hour
      (B) FY25 is $73 per credit hour
      (C) FY26 is $75 per credit hour
    - Tuition and general fees are set at a rate that:
      (A) considers the impact on students, student enrollment, and student retention rates,
      (B) increases incrementally, and
      (C) is competitive in our market by maintaining a comparative position to the average overall tuition and general fees at other Arizona community colleges.
- Course fees will be set at a rate to offset expendable supplies and equipment.
- Other revenues will be based on historical information and emerging trends.

EXPENDITURE ASSUMPTIONS

- Overall expenditures will match revenues.
- Budget request that are higher than current budget **or** actual historical spending will require **justifications and are due January 19, 2026**.
- Budget requests from Department Managers for operational and capital expenditures are due **January 19, 2026**.
- Budget requests to add new employee positions or modify existing contractual positions, including grant positions, are due **January 19, 2026**.

- SALARY SCHEDULES

    - The Compensation Committee is currently evaluating salary ranges for all positions and is expected to have their recommendations given to the President in January for consideration.

    - The college will continue to develop compensation proposals with the following in mind:
        (A) consider available funds and the impact to expenditure limit,
        (B) consider competitive market conditions with the goal to maintain a comparative position to the average increases/rates at other local public entities, other Arizona community colleges, and other similar institutions, and
        (C) consider salary recommendations received through the shared governance process.

- BENEFITS will be developed with:
    (A) consideration on impacts from third-party partnerships including:
        (1) Employee benefit trust for medical insurance, and
        (2) Arizona State Retirement System for retirement contributions.
- Education partner relationships will be maintained with:
    (A) Apache County,
    (B) NAVIT,
    (C) Dual enrollment, and
    (D) others.

- OPERATING budget requests cover a one-year period.
- CAPITAL budget requests cover a three-year period (FY27, FY28, and FY29).
- GRANT funding will continue to be identified and pursued.
- AUXILIARY fund activities will be maintained.

Northland Pioneer College
Budget Development Guidelines
FY 27

Budget Categories & Targets:

Revenues	• Administrative Services will prepare the budget.

Salaries/Wages & Benefits	• Human Resources and Administrative Services will prepare the budget for contract positions and the benefits for all positions.
	• Budget Managers will prepare budget for non-contract positions and include in their department budget requests. These include**:**
	  o Adjunct faculty
	  o Faculty overload
	  o Temporary employee
	  o Lab aid
	  o Substitute faculty

New Faculty/Staff Positions	• Budget Managers will:
	  o Provide salary estimate and hours worked per week.
	  o Prepare job description. Review with HR prior to request for proper employee classification (exempt, nonexempt) and salary range.
	  o Provide justification for new position or new program. Provide enrollment and class offerings.

Operating Expenditures	• Budget to remain level. • Any new programs/services must demonstrate linkage to the strategic plan.
Capital Expenditures	• Budget requests to align with revenues from the operational budget, grant funds, or reserved funds.
Fund 10 – Auxiliary Funds	• Revenues need to support expenses
Fund 20 – Grant Funds	• Revenues need to support expenses

Regular Meeting
Agenda Item 7.B.4
October 21, 2025
Action Item

Request to Review Letter of Support of Board Member Leslie to ACCT Public Policy and Advocacy Committee

Recommendation:
Dr. Lawson requests to review the letter of support of Board Member Leslie to serve on the ACCT Public Policy and Advocacy Committee.

Navajo County Community College District Governing Board

October 21, 2025

The Honorable Chair Carol Del Carlo
Association of Community College Trustees
1101 17th Street, NW • Suite 300
Washington, D.C. 20036

Re: Appointment of Mr. Derrick Leslie to the ACCT Public Policy & Advocacy Committee

The Governing Board of the Navajo County Community College District unanimously support the nomination of our member, Mr. Derrick Leslie, to serve on the ACCT Public Policy & Advocacy Committee, or another committee to support the mission of ACCT. The District will provide the necessary financial and other support for Mr. Leslie to travel for committee meetings and to attend conferences related to his appointment.

Mr. Leslie represents District 5, which encompasses the White Mountain Apache Reservation and the communities of Pinetop and Lakeside, Arizona. He has served on our Board since January 2018, with his current term expiring at the end of December 2028.

A first-generation college graduate, Mr. Leslie earned his associate degree at Chemeketa Community College in Salem, Oregon, and a bachelor's degree in psychology from Grand Canyon University in Phoenix, Arizona. He is currently the White Mountain Apache Tribe's Education Director, advocating for education on behalf of the Tribe and serving as liaison to outside educational agencies. He was the Tribe's Higher Education Coordinator for six years before becoming Director.

In his capacity as Education Director, Mr. Leslie serves on a national Indian Education association's Advocacy Subcommittee, where he advocates for higher education specifically in the area of the Reauthorization of the Higher Education Act (HEA).

He has attended several national ACCT events, including the 2023 Leadership Congress, where he was one of the presenters, the 2024 and 2025 Leadership Congresses, and the 2023, 2024, and 2025 National Legislative Summits in Washington, D.C. He also served previously on the ACCT Public Policy and Advocacy Committee [2024].

We would be very honored to have Mr. Leslie serve on an ACCT committee and strongly recommend his appointment to the ACCT Public Policy & Advocacy Committee.

Sincerely,

Mr. Everett Robinson, Chair, District 4 *Ms. Kristine Laughter, Secretary, District 1*

Ms. Rosabel "Rosie" Sekayumptewa, District 2 *Mr. Frank Lucero, District 3*

P.O. Box 610 • Holbrook, AZ 86025-0610 (800) 266-7845, ext. 7418

Request to Approve Purchase of Furniture

Recommendation:
Staff recommends approval of furniture purchases primarily from School Source AZ in the amount of $85,000 for the remainder of fiscal year 2025-26 for district wide use.

Procurement Process and Budget Information:
School Source is on a state contract; contract number is 1GPA 23-16PV-14. Other vendors include Global Industrial & Staples, who are also on state contract. The funding for the furniture purchases is included in the fiscal year 2025-26 capital budget.

Summary:
The purchases cover district wide needs and includes:

- Classroom chairs and desks – replace furniture that are beyond repair and replace with furniture that will better meet student needs and ensure their safety.
- Office furniture - replace metal desks/bookcases and replacing with standard wood like furniture so that each office will have standard equipment.
- Outside furniture – providing new furniture for outdoor seating areas primarily for students.
- Student lounge – replace furniture for student lounge areas near the library.

Vendor	Proposed Amounts
School Source	$52,250
Global Industrial	$8,500
Staples	$24,250
Total	$85,000

Regular Meeting
Agenda Item 7.B.6
October 21, 2025
Action Item

Request to Accept Funds from the Arizona Commerce Authority (ACA) for small business technical assistance

Recommendation:
Staff recommends accepting $306,322.24 in funding from the Arizona Commerce Authority to fund a temporary business analyst from the period extending through 12/31/2027 to assist the Small Business Development Center provide increased service in the Kayenta, Hopi, Winslow and Holbrook area.

Summary:
The Small Business Development Center at NPC has been very successful in assisting businesses in the region start, grow and develop. Often, because of the distance involved many of these sessions were held virtually, which is not as effective as a face-to-face meeting. The addition of an individual in this northern region of our footprint will enhance the services that the college can provide.

No match is required for these funds.