

NEW MEXICO JUNIOR COLLEGE
BOARD MEETING

Thursday, July 16, 2026
Zia Board Room - Pannell Library
1:30 pm

AGENDA

- | | |
|--|--------------------|
| A. Welcome | Travis Glenn |
| B. Adoption of Agenda | Travis Glenn |
| C. Approval of Minutes of June 18, 2026 | Travis Glenn |
| D. President's Report | Cathy Mitchell |
| E. Information Items | |
| 1. Board Employees Committee Meeting | Hector Baeza |
| 2. Monthly Expenditure Report | Josh Morgan |
| 3. Monthly Revenue Report | Josh Morgan |
| 4. Oil and Gas Revenue Report | Josh Morgan |
| 5. Schedule of Investments | Josh Morgan |
| F. New Business | |
| 1. Fiscal Watch Report | Josh Morgan |
| 2. Consideration of the Annual Fixed Asset Inventory Certification | Josh Morgan |
| 3. Consideration of the NMJC 2026-2031 Strategic Plan | Cathy Mitchell |
| 4. Consideration of the NMJC 2026 Campus-Wide Facilities Master Plan | Cathy Mitchell |
| 5. Consideration of HB 156 - HED Mandate for Literacy Coordinator in Educator Preparation Programs | Stephanie Ferguson |
| G. Public Comments | |
| H. Determination of Next Meeting | Travis Glenn |
| I. Adjournment | Travis Glenn |

NEW MEXICO JUNIOR COLLEGE
VIRTUAL BOARD MEETING
JUNE 18, 2026
MINUTES

The New Mexico Junior College Board met via Zoom on Thursday, June 18, 2026, beginning at 1:33 pm. The following members were in attendance: Mr. Travis Glenn, Board Chair; Mr. Hector Baeza, Board Secretary; Mr. David Rowser; Ms. Evelyn Rising; Mrs. Erica Jones; Mr. Guy Kesner; and Mr. Manny Gomez. Also, in attendance were President Cathy Mitchell, Mr. Josh Morgan, and Mr. Scotty Holloman.

Mr. Glenn called the meeting to order and welcomed all attending via zoom and asked for public comments to be submitted through Facebook Live Chat.

Upon a motion by Mr. Kesner, seconded by Mrs. Jones, and by roll call vote, Ms. Rising - yes; Mr. Kesner - yes; Mrs. Jones - yes; Mr. Gomez - yes; Mr. Rowser - yes; and Mr. Glenn - yes, the Board approved the agenda.

Upon a motion by Ms. Rising, seconded by Mrs. Jones, and by roll call vote, Mr. Rowser - yes; Ms. Jones - yes; Mr. Kesner - yes; Mr. Gomez - yes; Ms. Rising - yes; and Mr. Glenn - yes, the Board approved the minutes of May 21, 2026.

Under New Business Mr. Morgan presented consideration of the Mansur Hall Renovation - GMP Project. This project was approved to be taken to the May 2026 NMHED Capital Projects Hearing at the April 2026 NMJC Board Meeting, where it received approval. Since then, administration has been working with Dekker Architects and Bradbury Stamm to finalize the Guaranteed Maximum Price (GMP) for the renovation. Construction is anticipated to begin in July of 2026. The GMP received is \$6,995,745, including the direct construction costs, 3% construction contingency, general conditions, overhead and profit, preconstruction fee, and gross receipts tax. Funding will come from \$3,960,000 in General Obligation Bond funds and \$3,035,745 in Institutional Funds. Administration requested the Board's approval of the \$6,995,745 GMP provided by Bradbury Stamm Construction for the Mansur Hall Renovation Project. Upon a motion by Mr. Rowser, seconded by Mrs. Jones, and by roll call vote, Mr. Rowser - yes; Mrs. Jones - yes; Mr. Kesner - yes; Mr. Gomez - yes; Ms. Rising - yes; Mr. Glenn - yes; and Mr. Baeza - yes, the Board unanimously approved this request as presented.

Mr. Glenn called for comments from the public. There being none, the next regular board meeting was scheduled for July 16, 2026 beginning at 1:30 pm.

Upon a motion by Mr. Kesner, seconded by Mr. Baeza, and by roll call vote, Mr. Rowser - yes; Mr. Baeza - yes; Mrs. Jones - yes; Mr. Kesner - yes; Mr. Gomez - yes; Ms. Rising - yes; and Mr. Glenn - yes, and by unanimous consent, the meeting adjourned at 1:46 pm.

Travis Glenn, Chair

Hector Baeza, Secretary

NEW MEXICO JUNIOR COLLEGE

Vice President for Finance

To: New Mexico Junior College Board Members
From: Josh Morgan
Date: July 10, 2026
RE: June 2026 Financial Reports

Expenditure Report

June marks the twelfth month of the 2025–2026 fiscal year. The Expenditure Report reflects year-to-date totals that include both actual expenditures and encumbrances. As of the end of June, total year-to-date expenditures and encumbrances stand at \$161,887,065.

Current Unrestricted Funds:

June expenditures total \$2,913,393. Year-to-date expenditures total \$48,284,560 representing 88% of the projected budget. The majority of these costs are associated with routine payroll and benefit expenses, including the 4% compensation increase. Internal Services (Computer Services, Motor Pool, and Document Center) have continued to have monthly credits applied to their accounts and now are back within budget by year-end. Operations and Maintenance expenditures decreased this month due to the reclassification of a portion of the College's insurance premium to a prepaid expense. The insurance policy covers the period from May 2026 through April 2027, so the portion of the premium applicable to the next fiscal year was recorded as a prepaid expense rather than a current-year expenditure. This accounting adjustment resulted in a decrease in Operations and Maintenance expenditures for the month. We also continue to closely monitor spending within auxiliaries—particularly in food service—as we work with our provider to maintain high-quality offerings for students while identifying opportunities to better manage costs. Student Aid and Athletic expenditures are in line with expectations.

Current Restricted Funds:

June expenditures total \$166,807. Year-to-date expenditures total \$6,613,855.

Grant-related spending is progressing as anticipated. The Business Office continues to monitor these expenditures closely and submits drawdown requests to the appropriate state and federal agencies. Grant expenditures include Student Support Services, Adult Education, SBDC, and the Permian Strategic Partnership.

In student financial aid, disbursements have been made for the summer, fall, and spring semesters. Student aid expenditures consists of NM Student Incentive Grant, NM Lottery Scholarship, NM Teacher Preparation Scholarship, NM Opportunity Scholarship, NM State

Work Study, NM High Demand State Work Study, Federal Pell Grants, Federal Direct Loan Program, and Federal Supplemental Educational Opportunity Grant.

Plant Funds:

June expenditures and encumbrances total \$1,500,694. Year-to-date expenditures and encumbrances total \$106,988,650. Major capital projects in design or construction include:

- Heidel Hall Renovation (Construction)
- Bob Moran and Pannell Library Air Handler Replacements (Construction)
- Site Project – Phase II (Construction)
- Equine Education Center (Construction)
- Agricultural Education Facility (Construction)
- Indoor Rodeo Arena (Construction)
- Rodeo & Agricultural District Loop Road & Utilities (Construction)
- Mansur Hall Renovation (Design complete)
- Mary Hagelstein Renovation (In-Design)
- Campus Housing Unit (In-Design)

Revenue Report

Current Unrestricted Revenue:

Revenue received in June totaled \$12,241,453. This mainly includes tuition and fees, the state appropriation, the monthly oil and gas production taxes, and property tax. Year-to-date revenues total \$108,085,502.

Restricted Revenue:

Revenue for grants and student aid totaled \$168,774 in June. Year-to-date revenues total \$6,654,126.

Grants consists of recognition of revenue for Student Support Services, Adult Education, SBDC, and the Permian Strategic Partnership.

Student aid revenue consists of NM Student Incentive Grant, NM Lottery Scholarship, NM Teacher Preparation Scholarship, NM Opportunity Scholarship, NM State Work Study, NM High Demand State Work Study, Federal Pell Grants, Federal Direct Loan Program, and Federal Supplemental Educational Opportunity Grant.

Plant Fund Revenue:

Plant Fund revenue for June totaled \$1,715,030. Revenue consisted of drawdowns from

General Obligation Bonds for Library Acquisitions; Severance Tax Bonds for the Mary Hagelstein Renovation; General Funds for the Bob Moran and Pannell Library air handler replacements; private grant funds received from the Maddox Foundation for the WHM exhibits; and interest earnings from LGIP and LCSB CDARS. Year-to-date Plant Fund revenues total \$19,922,043.

Overall Revenue:

Total revenue for June was \$14,250,653. Year-to-date revenues total \$134,661,671.

Oil and Gas Revenue Report

The Oil & Gas Report reflects the ninth month of revenue for FY26. In June, the College received \$7,881,977 in oil and gas production revenue for March 2026. The months of April through June each reflect the monthly accrual amount of \$1,064,583.

Including these three months of accruals, total Oil and Gas Production and Equipment Tax revenue through June is \$69,019,284.

The increase in revenue this month was anticipated due to the significant rise in oil prices during March 2026. Higher commodity prices were driven largely by global geopolitical uncertainty and supply disruption concerns in the Middle East, which resulted in a temporary increase in oil market prices and corresponding production tax revenues.

While these higher prices positively impacted March production revenues, oil markets have moderated in recent months as supply concerns eased and markets adjusted to changing global conditions. As a result, we expect the elevated revenue levels reflected in this report to gradually moderate through the remainder of FY26, although revenues should remain above historical averages if current production levels are sustained.

Investment Report

At the beginning of June, the College held a balance of \$326 million in the Local Government Investment Pool (LGIP). There was \$7,000,000 that was deposited to the account resulting in an ending balance of \$333 million. Interest earnings for June totaled \$994,780, reflecting a net yield of 3.657%.

The College also holds \$50 million in CDARS through Lea County State Bank. Interest earned on these accounts in June was \$152,111.

As of June 2026, \$248,668,651 is allocated to capital projects.

Board-restricted funds consist of \$100 million allocated to the the NMJC Educational Success Endowment Fund and \$18.5 million allocated to the Stabilization Fund as of June 2026.

The NMJC Educational Success Endowment Fund is established to be retained for long-term investment with a view toward providing long-term stability and funding for the operations of NMJC. The formal resolution creating the endowment can be changed or canceled in the future. The fund constitutes a restricted fund of NMJC into which funds may be deposited from time-to-time, as determined by the Board. Earnings from the investment may be budgeted and appropriated by the NMJC Board for expenditures to support the operations of NMJC in furtherance of providing educational services or may be reinvested in the fund. The Board may, by resolution, adopt additional rules and regulations regarding the investment and expenditure of the earnings of the fund.

NEW MEXICO JUNIOR COLLEGE

Expenditure Report

June 2026

100% of Year Completed

Fund	2024-25			2025-26			
	Final Budget	Year-to-Date Expended or Encumbered	Percentage of Budget Expended	Budget	Current Expended or Encumbered	Expended or Encumbered	Percentage of Budget Expended
CURRENT UNRESTRICTED FUND							
Instruction and General:							
Instruction	15,418,806	13,231,821	86%	16,301,844	1,309,897	13,790,615	85%
Academic Support	3,623,118	3,311,512	91%	3,701,349	297,538	3,224,621	87%
Student Services	4,482,875	4,046,827	90%	4,555,032	425,706	4,433,672	97%
Institutional Support	8,657,077	7,713,420	89%	9,318,809	600,411	8,246,369	88%
Operation & Maintenance of Plant	6,916,756	5,795,689	84%	7,711,368	(517,670)	6,452,833	84%
Subtotal - Instruction & General	39,098,632	34,099,269	87%	41,588,402	2,115,882	36,148,110	87%
Internal Service Departments	276,722	137,210	50%	279,161	(127,710)	186,265	67%
Student Aid	1,567,616	1,343,460	86%	1,052,110	14,249	978,519	93%
Auxiliary Enterprises	4,941,194	4,463,471	90%	5,477,164	412,897	4,886,669	89%
Athletics	6,377,452	5,600,745	88%	6,665,421	498,075	6,084,997	91%
Total Current Unrestricted Fund	52,261,616	45,644,155	87%	55,062,258	2,913,393	48,284,560	88%
CURRENT RESTRICTED FUND							
Grants	1,060,978	947,858	89%	1,766,649	165,899	1,353,761	77%
Student Aid	5,632,647	4,967,182	88%	5,651,190	908	5,260,094	93%
Total Current Restricted Fund	6,693,625	5,915,040	88%	7,417,839	166,807	6,613,855	89%
PLANT FUNDS							
Capital Outlay / Bldg. Renewal & Repl.							
Projects from Institutional Funds	310,353,226	57,106,672	18%	289,381,315	937,397	98,405,401	34%
Projects from State GOB Funds	28,956	1,034	4%	86,237	267	62,738	73%
Projects from State STB Funds	888,536	659,321	74%	229,215	229,215	229,215	100%
Projects from General Fund	2,545,000	1,325,000	52%	4,395,901	-	3,383,497	77%
Projects from Other State Funds	550,690	290,593	53%	921,379	-	150,590	16%
Projects from Private Funds	1,750,000	-	0%	2,338,000	-	2,293,899	98%
Projects from State BR&R I&G	820,799	639,443	78%	1,628,019	109,677	1,277,637	78%
Projects from State BR&R Non I&G	-	-	0%	725,000	134,422	611,997	84%
Projects from State IR&R	-	-	0%	727,073	7,048	56,283	8%
Projects from State ER&R	1,385,259	611,142	44%	1,330,852	82,668	517,393	39%
Subtotal - Capital and BR&R	318,322,466	60,633,205	19%	301,762,991	1,500,694	106,988,650	35%
Debt Service							
Revenue Bonds	-	-	0%	-	-	-	0%
Total Plant Funds	318,322,466	60,633,205	19%	301,762,991	1,500,694	106,988,650	35%
GRAND TOTAL EXPENDITURES	377,277,707	112,192,400	30%	364,243,088	4,580,894	161,887,065	44%

NEW MEXICO JUNIOR COLLEGE

Revenue Report

June 2026

100% of Year Completed

Fund	2024-25			2025-26			
	Final Budget	Year-to-date Revenue	Percentage of Budget Received	Budget	Current Revenue	Year-to-date Revenue	Percentage of Budget Received
CURRENT UNRESTRICTED FUND							
Instruction and General:							
Tuition and Fees	4,562,200	4,926,410	108%	4,428,200	146,171	4,710,890	106%
State Appropriations	9,608,816	9,508,815	99%	9,611,885	1,017,061	9,611,881	100%
Advalorem Taxes - Oil and Gas	85,349,512	74,739,908	88%	73,001,167	7,881,977	69,019,284	95%
Advalorem Taxes - Property	14,470,153	17,963,289	124%	15,906,414	2,992,918	20,290,702	128%
Other Revenues	197,600	251,557	127%	204,657	66,153	244,530	119%
Subtotal - Instruction & General	114,188,281	107,389,979	94%	103,152,323	12,104,280	103,877,287	101%
Internal Service Departments	29,910	29,933	100%	2,479	233	2,712	109%
Auxiliary Enterprises	3,363,318	3,372,372	100%	3,262,646	84,138	3,480,673	107%
Athletics	608,550	608,550	100%	722,630	52,802	724,830	100%
Total Current Unrestricted	118,190,059	111,400,834	94%	107,140,078	12,241,453	108,085,502	101%
CURRENT RESTRICTED FUND							
Grants	1,023,893	967,666	95%	1,729,889	168,774	1,375,547	80%
Student Aid	5,632,647	4,951,954	88%	5,651,190	125,396	5,278,579	93%
Total Current Restricted	6,656,540	5,919,620	89%	7,381,079	294,170	6,654,126	90%
PLANT FUNDS							
Capital Outlay / Bldg. Renewal & Repl.							
Projects from State GOB Funds	28,957	3,000	10%	84,271	17,371	27,992	33%
Projects from State STB Funds	888,536	659,321	74%	229,215	229,215	229,215	100%
Projects from General Fund	2,545,000	249,099	10%	3,395,901	296,553	3,271,886	96%
Projects from Private Funds	1,750,000	1,750,000	0%	2,453,000	25,000	2,430,011	99%
Interest Income (LGIP & CDARs)	14,289,465	14,305,330	100%	13,600,000	1,146,891	13,962,939	103%
Total Plant Funds	19,501,958	16,966,750	87%	19,762,387	1,715,030	19,922,043	101%
GRAND TOTAL REVENUES	144,348,557	134,287,204	93%	134,283,544	14,250,653	134,661,671	100%

NEW MEXICO JUNIOR COLLEGE

Oil and Gas Revenue Report

June 2026

100% of Year Completed

		OIL		GAS		COMBINED		
Sales	Month of	Price	Lea County	Price	Lea County	Monthly	2025-26	Variance
	Distribution	per BBL	BBLs sold	per MCF	MCF sold	Revenue	Original Budget	Over (Under) Budget
Actual	July	\$65.77	37,509,882	\$2.17	162,366,064	6,140,575	1,064,583	5,075,992
Actual	August	\$62.72	35,536,525	\$1.79	163,969,884	6,031,117	1,064,583	4,966,534
Actual	September	\$61.87	36,475,612	\$1.77	137,599,287	5,528,354	1,064,583	4,463,771
Actual	October	\$58.41	37,758,065	\$1.76	134,089,040	5,384,410	1,064,583	4,319,827
Actual	November	\$57.62	35,024,124	\$1.62	150,687,918	4,958,237	1,064,583	3,893,654
Actual	December	\$54.85	34,331,101	\$2.10	136,018,511	3,292,905	1,064,583	2,228,322
Actual	January	\$56.75	32,561,696	\$2.14	131,307,452	5,906,348	1,064,583	4,841,765
Accrual	February	\$60.34	32,416,569	\$1.91	126,914,260	4,942,391	1,064,583	3,877,808
Accrual	March	\$87.30	36,756,080	\$2.38	137,247,128	7,881,977	1,064,583	6,817,394
Accrual	April					1,064,583	1,064,583	0
Accrual	May					1,064,583	1,064,583	0
Accrual	June					1,064,583	1,064,583	0
Y.T.D. Production Tax Revenue						53,260,063	12,774,996	40,485,067
Y.T.D. Equipment Tax Revenue						15,759,221	2,750,000	13,009,221
Total Year-to-Date Oil & Gas and Equipment Tax Revenue						69,019,284	15,524,996	53,494,288

NEW MEXICO JUNIOR COLLEGE

Schedule of Investments

June 2026

100% of Year Completed

Financial Institution	Amount Invested	Account Number	Interest Rate	Interest Earned
State of New Mexico Local Government Investment Pool	326,000,000	7102-1348	3.657%	994,780
Plus deposits	7,000,000			
Less withdrawals	-			
Total LGIP investments	333,000,000			994,780
Lea County State Bank CDAR				
2 Yr. 07/25/24 - 07/23/26	1,000,000	1029404077	4.270%	3,720
2 Yr. 08/01/24 - 07/30/26	1,000,000	1029441436	4.260%	3,708
2 Yr. 08/08/24 - 08/06/26	1,000,000	1029475756	4.310%	3,751
1 Yr. 08/25/25 - 08/27/26	12,000,000	1031761359	3.790%	37,798
1 Yr. 09/04/25 - 09/03/26	12,000,000	1031796403	3.750%	37,369
1 Yr. 09/18/25 - 09/17/26	8,000,000	1031879643	3.510%	23,272
2 Yr. 09/04/25 - 09/02/27	3,000,000	1031796462	3.550%	8,840
2 Yr. 09/11/25 - 09/09/27	2,500,000	1031836197	3.530%	6,663
2 Yr. 09/18/25 - 09/16/27	4,200,000	1031879651	3.420%	11,902
2 Yr. 09/25/25 - 09/23/27	1,900,000	1031931734	3.420%	5,381
3 Yr. 09/04/25 - 08/31/28	1,000,000	1031796497	3.520%	2,921
3 Yr. 09/11/25 - 09/07/28	500,000	1031836219	3.500%	1,451
3 Yr. 09/18/25 - 09/14/28	900,000	1031879678	3.390%	2,528
3 Yr. 09/25/25 - 09/21/28	1,000,000	1031931696	3.390%	2,807
Total Lea County State Bank CDAR	50,000,000			152,111

Capital Project	6/30/2026
Vehicles	335,354.35
Campus Master Plan	39,567.41
WHM North Gallery Renovation	500,000.00
Softball Field	500,000.00
National Track Meet	27,952.02
Technology Upgrade	1,034,466.27
Baseball Field Improvements	2,200,000.00
Website Upgrade	534,066.95
Std Ctr & Bob Moran Roof Replacement	1,500,000.00
Site Improvements - Phase 1	1,420,369.60
Workforce Development	70,413.17
Higher Learning Commission	126,272.40
Public Sector	50,000.00
Campus Security	224,424.40
Copier Replacement	164,165.95
Non-Recurring Compensation	1,561,291.79
Succession Plan	173,126.40
WHM Exhibits	165,338.92
Track Upgrades	1,000,000.00
Indoor Rodeo Arena Expansion	12,284,686.61
Watson Hall Renovation	169,367.49
Heidel Hall Renovation	1,989,268.33
Campus Housing Unit	100,243,311.84
Cafeteria Construction	19,978,667.53
Mansur Hall Remodel	5,037,686.50
Mary Hagelstein Remodel	15,068,150.25
Campus Wide Access Control	300,442.23
Dorm/Apartment Furniture Replacement	500,095.84
CORE	1,500,000.00
Quality of Life (ENMT)	245,000.00
Central Plant Expansion	10,971,387.79
Bob Moran & Pannell Library Air Handler	1,129,517.93
Perimeter Security Fencing	2,673,806.29
Rodeo Feed/Livestock	299,294.90
Rodeo Improvements	425,576.40
Equine Education Center	6,376,412.18
Campus-Wide Wireless Access Points	52,593.65
Site Improvements - Phase 2	15,528,929.31
Covenant Hospital	7,061,494.57
Baseball Field Press Box	236,875.12
John Shepherd Administration Renovation	9,967,997.70
Agricultural Education Facility	10,325,456.94
Rodeo & Ag Ed District Loop Road & Utils	11,753,555.91
Hobbs Health Walk	2,500,000.00
Caster Gym Floor Replacement	220,000.00
Caster Gym Scoreboard	200,000.00
Workforce Training Contingency	2,266.67
Total	\$248,668,651.61

Board Restricted Fund	6/30/2026
Educational Success Endowment Funds	\$100,000,000.00
Stabilization Fund	\$18,500,000.00
Total	\$118,500,000.00

NEW MEXICO JUNIOR COLLEGE

Vice President for Finance

To: New Mexico Junior College Board Members
From: Josh Morgan
Date: July 10, 2026
RE: Quarterly Financial Action Report

To comply with the HED (Higher Education Department) mandate that each College Board approve a quarterly financial action statement, attached is the Quarterly Action Statement for the quarter ending on June 30, 2026. This disclosure notifies you as the NMJC Board as well as the HED to any financial problems that might not be evident with an income and expense report. The College has made all required payments, payroll, and scheduled payments to vendors. Please approve the Quarterly Financial Action Report as of June 30, 2026.

Respectfully,



Josh Morgan

QUARTERLY FINANCIAL ACTION REPORT

Fiscal Year 26

Today's Date: 07-10-2026

Period (check one)

1st quarter _____ 2nd quarter _____ 3rd quarter _____ 4th quarter X

Institution: New Mexico Junior College

DURING THE TIME PERIOD COVERED BY THIS REPORT, DID YOUR INSTITUTION:

(1) Request an advance of state subsidy? Yes: _____ No: X

(2) Fail to make its required payments, as scheduled, to appropriate retirement system(s)?

Yes: _____ No: X

(3) Fail to make its payroll payments, as scheduled?

Yes: _____ No: X

(4) Fail to make its scheduled debt service payments?

Yes: _____ No: X

(5) Fail to make payments to vendors, as scheduled, due to a cash deficiency or a substantial deficiency in the payment processing system?

Yes: _____ No: X

(6) Relative to its original budget for the fiscal year, experience any actual or anticipate any projected financial changes (such as unbudgeted decreases in revenues or unbudgeted increases in expenditures) that will result in a substantially reduced year-end fund balance or larger deficit this fiscal year?

Yes: _____ No: X

If the answer to any of the above is "Yes," please describe in a separate document: (i) the reason for the occurrence, (ii) the actions taken by your institution to resolve this particular occurrence, and (iii) the actions taken by your institution to prevent events such as this from occurring again.

In addition, if the answer to number 6 is "Yes," please describe in a separate document the nature of the financial changes and describe and assess the impact that the changes will have on your institution's planned year-end financial position.

New Mexico Higher Education Department
Institutional Finance Division
Quarterly Financial Certification Template

Please complete and sign the following certification form and submit with Quarterly Financial Statements and Quarterly Financial Actions Report.

I certify that I believe the information provided in the attached (a) Financial Statements, and (b) Financial Actions Report, for the:

1st _____ 2nd _____ 3rd _____ 4th X Quarter, FY 26

are correct as of the date indicated below, and that

New Mexico Junior College

has a functioning financial accounting system that captures assets, liabilities, revenues, and expenditures on a timely basis, and the Governing Board receives timely notification of any significant actual or projected variances between budgeted and actual revenues and expenditures.

Travis Glenn, Board Chair

Cathy Mitchell, Interim President



Josh Morgan, Vice President for Finance



New Mexico Junior College

1 Thunderbird Circle, Hobbs, NM 88240
575.392.4510

To: NMJC Board Members

From: Josh Morgan

RE: Annual Fixed Asset Inventory Certification

Date: July 10, 2026

As directed by the New Mexico Junior College Board of Directors, the Office of the Vice President for Finance has supervised this year's annual inventory of chattels and equipment valued at over \$5,000.00. In accordance with generally accepted auditing procedures, and in order to meet the annual requirements for certification as specified in State Statute 12-6-10, we hereby certify the over \$5,000.00 property listing for New Mexico Junior College.

Travis Glenn
Board Chair
New Mexico Junior College

A handwritten signature in black ink, appearing to read "Josh Morgan", is written over a horizontal line.

Josh Morgan
Vice President for Finance
New Mexico Junior College

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N10012	Steinway Grand Piano	BM110C	416087	11/1/1970	5,500.00
N11312	Sun Modular Gas Analyzer	DW226	0890A0140	4/1/1991	10,378.00
G30205	IBM CPU - Pentium	DW217	23WCMX1	5/1/1996	5,203.00
G30404	Powertrain Control System	DW241	CTFP628PVW67	10/1/1996	8,116.42
N14661	1997 Chevy S-10 Truck	WMPORT	1GCCS1445VK231126	9/1/1997	13,200.00
N15171	Portable Rodeo Arena-Yellow	RG100	No Serial #	6/23/1998	15,500.00
N15195	Kamatsu 5000 Fork Lift	WARINV	503210A	9/29/1998	20,000.00
N15220	1999 Chevy S-10 Truck	WMPORT	1GCCS1441X8104129	11/6/1998	14,400.00
N15267	1999 GMC Dump Truck	WMPORT	1GDJC34F7XF030594	1/11/1999	28,557.86
N15413	Spacesaver Shelving	DW208	No Serial #	8/25/1999	10,976.48
N15409	Rotary 4 Post Alignment Rack	DW222	KAN99C0022	8/27/1999	12,780.00
N15395	Hunter Alignment Machine	DW129	EJ8904	8/27/1999	17,721.44
N15565	Komatsu 1200 lb Forklift	DW229	21115	12/15/1999	14,800.00
G31306	Air Bag System Trainer	DW234	1057	1/20/2000	5,334.14
N15596	Shuttle Pro 40 Kiln	AC120	3503	2/4/2000	24,970.69
N15635	2000 Ford Econoline Van	WMPORT	1FBSS31L3YHA01643	4/3/2000	24,984.00
N15793	Paint Spray Booth	WMPORT	NULL	5/12/2000	6,900.00
N15787	World Diagnostic System	DW226	9373824605	6/16/2000	10,311.00
N15697	Scissor Lift	MC147	15030	6/27/2000	10,079.75
N15792	CoolTech AC Machine	DW226	9041	7/10/2000	5,349.50
G31532	HP Color Inkjet Plotter	WM111	SG07E33123	10/6/2000	11,643.51
N16246	Powertrain Trainer	DW235	1087	11/13/2000	8,000.00
N16352	2001 Ford Econoline Van	WMPORT	1FMRE11241HB00745	2/8/2001	19,962.00
N16797	2002 Chevrolet Astro Van	WMPORT	1GNDM19XX2B117031	2/14/2002	20,550.00
G31672	ABS/TCS System Trainer	DW212	1056	4/2/2002	9,059.36
G31769	Dynasty TIG Runner	DW101	LC354090	3/4/2003	5,149.08
G31816	Pro-Cut Brake Lathe	DW226	PFM21864	9/4/2003	7,934.21
G31817	SimMan Patient Simulator, Manikin	AH128	3811340317	9/9/2003	29,952.00
G31818	HP Multi-Designjet Scanner	WM111	DKB2H1100V	9/19/2003	13,750.00
G31828	Atech Suitcase Trainer	DW241	No Serial #	11/18/2003	5,305.84
N17701	2004 Chevrolet Suburban	WMPORT	3GNEC16Z64G180330	12/19/2003	28,816.71
G31839	Mustang Dynamometer MD-100	DW218	809169-02	1/16/2004	24,154.00
N17769	12X16 Metal Building	CG100	8x12302	6/30/2004	5,290.33
N17900	Resilite Mat/Custom Logo	LA	No Serial #	10/24/2004	5,068.50
N17899	Resilite Mat/Custom Logo	LA	145388	10/25/2004	5,068.50
N18073	Tower Project	TOWER	No Serial #	12/15/2004	52,030.26
N17964	Walkin Cooler/Freezer	BA166	NULL	12/20/2004	13,828.04
N17999	Sonic Portable Flaw	DW114	1200BOOOK092243	3/23/2005	7,051.37
G31927	Hunter Rd Force Measurement	DW219	EP8037	5/4/2005	13,219.00
N18067	Canon Film Scanner	PL101	CS302296	6/14/2005	9,658.00
N18426	DVR For Security System	RG100	4.46103E+16	7/6/2005	157,949.18
N18434	Interior Casework/Fixtures	BA104	No Serial #	8/30/2005	99,387.63
N18180	Waveworks 72" Desk	WF139	MB0HB2005	9/29/2005	5,017.25

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N18251	Linear Wall for Displays	HC118	No Serial #	11/11/2005	49,619.00
G31939	Digital Ultrasonic Flaw Detector	DW114	925a	1/4/2006	7,470.00
G31938	Accuturn Brake Lathe	DW229	32482	4/25/2006	12,712.24
N18472	IP Circuit Pack	MC103	(Not Taggable)	5/5/2006	42,354.49
N18439	Baum AirFeed Folder	AC113A	014TF0189	6/24/2006	5,995.00
N18682	DVR For Security System	JW101	No Serial #	7/3/2006	70,359.79
N18494	2007 Freightliner	ETC1	1FUJALCK57DX70027	8/4/2006	86,500.00
N18492	Light Therapy Unit	BB108	791852	8/9/2006	8,130.00
N18799	Audio/Video System	HC116	NULL	9/1/2006	35,911.67
N18803	Spacesaver Filing System	JS116	No Serial #	10/20/2006	8,978.74
G50004	Glock Controlled Handgun	BM156A	HSM845	11/1/2006	5,420.00
N18881	Transformers (3 Units)	DW111	NULL	11/30/2006	16,439.85
N18855	Wheel Alignment System	DW219	AR8846	3/14/2007	22,124.00
N18882	2002 Freightliner	TRACK	1FUJBBCGX2LF25180	7/22/2007	44,000.00
N18900	Vision 1624 Trophy Pro	AC110	NULL	8/7/2007	12,259.00
N18901	Symmetra 6KA Scalable	MC103	JDP644002928	9/14/2007	6,449.00
N18995	Precor Elliptical Crosstrainer	CA143	AA72I10070057	10/15/2007	5,601.25
G50022	CoolTech AC Machine	DW223	1439	11/26/2007	5,272.76
N19041	Pole Vault Pit (No Tag)	TR	NULL	12/7/2007	15,489.00
N18990	Spectrotrometer Quick Scan	HH128	1067	1/14/2008	9,177.00
N19051	Kawasaki Mule	RG100	JKLAFDE1988502026	4/4/2008	9,198.00
N19069	CAT 3750 48PT	JW203C	FD01213X1RW	4/30/2008	6,442.00
N19070	CAT 3750 48PT	JW203C	FD01213X1RE	4/30/2008	6,442.00
N19071	CAT 3750 48PT	JW203C	FD01213X1RA	4/30/2008	6,593.00
G50025	Plasma Cutting Machine-Upstairs	DW116	94624101	5/9/2008	9,847.37
N19068	Precor Elliptical Crosstrainer	CA143	AA72I12070091	5/15/2008	5,720.00
N19061	G650 Media Gateway RHS	MC103	JS0422033052	5/27/2008	17,360.38
N19080	Mitsubishi XD490U Projector	TM100	6025280	8/25/2008	5,234.76
N19091	SimMan Patient Simulator, Manikin	AH128	211H31...	8/25/2008	30,075.99
N19083	Reception Area Desk	WF142	NULL	9/21/2008	5,245.65
N19086	Robot with Skins	WARAUC	NULL	9/30/2008	8,575.00
N19100	Emergency Notification System	MC103	No Serial #	10/3/2008	117,178.08
N19123	Robo Bull/Bronc Body	RG100	NULL	6/30/2009	14,458.00
N19114	York Water Chiller	CP109	SGVM-330180	7/23/2009	178,000.00
N19113	Pulling Unit	ETC2	AL1419	9/3/2009	713,967.94
N19138	Hybrid Wind and Solar System	AP108	NULL	11/20/2009	8,517.00
N19139	Hybrid Wind and Solar System	TMSTOR	No Serial #	11/20/2009	8,517.00
N19129	PowerDyne PC Software	DW218	No Serial #	1/4/2010	6,904.95
N19140	Workstation - 8134	AP107	NULL	3/26/2010	20,861.00
N19137	Utility Trailer 8 X 30	DORMLO	4P5FD302391131082	5/11/2010	8,400.00
N19151	Troubleshooting Hyd. Circuits	AP107	NULL	6/30/2010	5,291.00
N19152	LV PNEU Fund.	AP107	NULL	6/30/2010	5,751.00
N19150	Hyd.2, Electric Control	AP107	NULL	6/30/2010	6,743.00

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N19149	LV HYD Fund.	AP107	NULL	6/30/2010	14,804.00
N19141	Spacesaver: Archive Storage	PL103	NULL	6/30/2010	41,247.22
N19144	Spacesaver: Reference	PL101	NULL	6/30/2010	42,504.94
N19147	Spacesaver: General	PL101	NULL	6/30/2010	71,594.96
N19143	Spacesaver: Microfilm & Maps	PL101	NULL	6/30/2010	73,301.60
N19148	Spacesaver: Gov. & Legal	PL101	NULL	6/30/2010	80,005.34
N19146	Spacesaver: General & Legal	PL101	No Serial #	6/30/2010	155,575.28
N19164	18' Dual Tandem Gooseneck	RG100	16VDX1824A2649500	7/29/2010	12,225.00
N19176	Law Enforcement System	BM156A	89083255H	8/3/2010	43,383.00
N19216	Spacesaver: Microfilm & Maps	PL101	NULL	8/10/2010	8,144.63
N19220	Spacesaver: General	PL101	NULL	8/13/2010	7,955.00
N19221	Spacesaver: Gov. & Legal	PL101	NULL	8/13/2010	8,889.44
N19219	Spacesaver: General & Legal	PL103	NULL	8/13/2010	17,286.15
N19166	2011 Dodge Ram	WMPORT	3D7TP2CLOBG509925	8/18/2010	33,513.00
N19158	Server Storage Cabinet	PL123	L258-24P	9/8/2010	8,101.03
N19175	Piano Restoration	BM110C	416087	9/15/2010	14,945.00
N19174	Goosneck Stock Trailer	RG100	5HMXG2420B1005267	9/22/2010	14,907.00
N19183	MD-5 Gas Bench	DW218	03-0016668	10/13/2010	9,474.00
N19204	Rodeo Bleachers #1	ENERGY	No Serial #	11/18/2010	9,925.34
N19205	Rodeo Bleachers #2	ENERGY	NULL	11/18/2010	9,925.34
N19210	Rect & Filtering Module (5 Pieces)	AP107	NULL	12/9/2010	12,351.00
N19202	Air Compressor	CP103	BU1101130121	2/1/2011	10,631.00
N19206	DVR For Security System	JW101	No Serial #	5/12/2011	7,004.01
N19208	DVR For Security System	RG100	4.44533E+16	5/12/2011	7,004.01
N19209	DVR For Security System	HC108B	4.44533E+16	5/12/2011	7,004.01
N19223	Xerox Copier	AC111	XKK388802	8/4/2011	13,500.00
N19226	Coates Tire Changer	DW219	1106101275	8/17/2011	5,500.00
N19234	Bluefire SA-Taser	BM156A	X00-609329	9/13/2011	6,409.00
N19236	Glock Bluefire Weapon	BM156A	REW282	9/13/2011	7,069.00
N19229	Screen/Optoma Projector	JW101	1DOG1102111280481	9/13/2011	7,806.00
N19232	HON Valido 72" Desk	MC105	35E25C	10/3/2011	7,355.88
N19237	Cat Skid Loader	WMPORT	CAT0242BCS01253	11/2/2011	36,777.00
N19238	High Jump Pit (No Tag)	TR	NULL	11/11/2011	6,550.00
N19241	Lightning Station	PL206	No Serial #	1/9/2012	8,327.88
N19244	Scotsman Ice Machine	CA133F	9.08132E+12	1/26/2012	6,589.75
N19233	Resilite Mat/Custom Logo	LA	42042	3/22/2012	6,765.00
N19252	Cat Front End Loader	WMPORT	CAT0242BCSRS01715	6/15/2012	38,248.00
N19253	Glock Bluefire Weapon	BM107A	SNT492	6/21/2012	7,917.00
N19254	Glock Bluefire Weapon	BM107A	SNT491 - 1025501	6/27/2012	7,917.00
N19257	DVR For Security System	RG100	4.46103E+16	6/29/2012	8,552.44
N19258	Hybrid Power System/Trailer	ETC1	1J9SU1214C1287662	7/26/2012	20,875.00
N19260	2011 Chevrolet Express Van	TRACK	1GAZG1FG2B1136715	7/26/2012	21,485.59
N19259	Hybrid Power System	ETC1	0878HG0697	7/30/2012	19,125.00

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N19268	SimJunior Manikin	AH136	232M23120010	8/10/2012	38,236.67
N19262	Sony Camcorder	JS108	311273	8/16/2012	6,990.00
N19284	DVR For Security System	RG100	4.46103E+16	8/20/2012	48,792.03
N19264	2012 Dodge Caravan	WMPORT	2C4JDGAG3CR343005	8/23/2012	23,139.54
N19265	2012 Dodge Charger (Silver)	BML0T	2C3CDXHGXCH276721	8/23/2012	28,246.99
N19273	Xerox Copier	DW206	XKK412931	8/24/2012	10,170.00
N19275	HON Announce 72" Desk	JS107A	3A055W	8/28/2012	5,843.00
N19276	2012 Chevrolet Express Van	TRACK	1GAZG1FG4C1136460	11/8/2012	10,969.99
N19279	Scotchman 50 Ton	DW116	2730K1012	11/14/2012	10,350.00
N19281	SmartGrid Technology Panel	TMSTOR	No Serial #	11/28/2012	9,289.50
N19282	Fuel Cell Technology Panel	TMSTOR	07183-1213-0375	11/28/2012	10,709.50
N19285	Continental Washer/Extractor	BB111	1461785K12	1/31/2013	5,969.50
N19291	Xerox Copier	AC113	AE9882194	3/28/2013	7,927.00
N19300	Utility Trailer 8 X 24	DORMLO	1192326	5/23/2013	5,950.00
N19301	Hustler Riding Mower	WMPORT	12051372	6/24/2013	12,906.66
N19304	Vollrath Serving Counter	BA157	D246-00621442-001	9/12/2013	10,482.24
N19305	Vollrath Serving Counter	BA157	D246-00621442-002	9/12/2013	10,482.25
N19307	Clark C25 LP Forklift	WMPORT	P232L-0069-9862CNF	10/2/2013	25,660.00
N19308	Sharp 80" LED TV	MC100	309825931	10/3/2013	5,450.76
N19309	Sharp 80" LED TV	JS114	309825937	10/3/2013	5,450.76
N19310	Sharp 80" LED TV	BA150	309825892	10/3/2013	5,450.76
N19311	Sharp 80" LED TV	TM300	309825936	10/3/2013	5,450.76
N19316	3D AV Rover	WF104	2004255	10/3/2013	15,000.00
N19315	DVR For Security System	JW101	4.04557E+17	10/3/2013	17,167.39
N19314	DVR For Security System	HC108B	4.04645E+17	10/3/2013	17,167.40
N19322	2013 Dodge Truck	WMPORT	3C63RRGLXDG568238	10/15/2013	45,731.99
N19323	Massey Ferguson Tractor	WMPORT	FY788823	10/17/2013	19,950.00
N19320	Refurbished EMSCO 80 Unit	ETC2	DF-80-109-48	11/1/2013	19,131.22
N19318	Market Forge Sterilizer	HH126	75037	12/3/2013	13,550.31
N19325	Vulcan Convection Steamer	BA162	46-3010825	12/5/2013	7,841.68
N19329	2014 Starcraft Shuttle Bus	WMPORT	1FDGF5GY3EEA23803	3/31/2014	84,460.00
N19331	500 Barrel Tank	ETC2	ST500-443	4/16/2014	9,500.00
N19332	500 Barrel Tank	ETC2	ST500-467	4/16/2014	9,500.00
N19333	Horizontal Separator	ETC2	SP195	4/16/2014	11,598.00
N19330	500 Barrel Tank	ETC2	ST500-442	4/16/2014	12,376.00
N19335	2014 Freightliner Truck	TTC100	1FVACWCYOEHFY2567	4/30/2014	89,997.00
N19337	2012 Dragon Trailer	ETC1	1D9ST4221CU661939	5/21/2014	42,600.00
N19338	Vertical Light Tower	ETC2	0495PR02V14	5/28/2014	10,766.00
N19339	Polaris Ranger	TR	4XARH45A9EE804999	5/30/2014	8,354.00
N19340	High Pressure Wellhead { 2 items }	ETC2	13120863-007	6/4/2014	18,397.69
N19342	2014 Freightliner	ETC1	3ALXFBCGGFDGB5236	6/24/2014	119,625.00
N19343	Frac Tank	ETC2	14817	6/25/2014	19,500.00
N19344	Frac Tank	ETC2	130566	6/25/2014	29,175.00

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N19345	Backhoe	ETC2	170310KETEE263731	6/25/2014	74,625.07
N19350	Enclosed Trailer 8 X 24	DORMLO	135CG3228FICA0448	10/3/2014	14,500.00
N19351	DBX Drive Rack	BM105	1000746	10/15/2014	39,188.48
N19353	Champion Paper Cutter	AC112	1401745	11/5/2014	30,995.00
N19354	Self Check-Out System	PL101	No Serial #	11/5/2014	33,070.00
N19356	Classic Non-Folding Cage	BB100	No Serial #	11/13/2014	5,126.75
N19357	CoolTech AC Machine	DW223	E6A1442006194	11/17/2014	7,323.70
N19358	Rogue ISO Leg Press 35	CA142	NULL	11/18/2014	5,701.48
N19359	2014 Dodge Ram	WMPORT	3C6JR6DGXEG303575	11/19/2014	23,492.99
N19361	2014 Dodge Ram	WMPORT	3C6UR4CL6EG159989	11/19/2014	39,856.99
N19366	Enclosed Trailer 8 X 30	ETC1	B10 2287432	12/16/2014	93,262.00
N19365	Truck Driving Simulator Cab	ETC1	No Serial #	12/16/2014	215,925.00
N19367	Vulcan Gas Range	BA162	481827632	1/15/2015	6,928.31
N19369	Heater Treater	ETC2	7935	1/27/2015	7,543.75
N19370	HP ProLiant DL 380 G9	MC107	MXQ50701FW	3/5/2015	9,353.80
N19376	Shure Wireless Mike System	TRACPB	NULL	5/4/2015	6,323.13
N19377	Daktronics Baseball Scoreboard	BBCON	7154	6/12/2015	39,998.00
N19378	John Deere 310K Backhoe	WMPORT	1T0310LXJFF284254	6/29/2015	73,627.94
N19386	AC/DC Trainer	AP101	G-323726	7/23/2015	5,620.76
N19387	AC/DC Trainer	AP101	NULL	7/23/2015	5,620.76
N19388	AC/DC Trainer	AP101	G-323546	7/23/2015	5,620.76
N19389	AC/DC Trainer	AP101	G-323636	7/23/2015	5,620.76
N19390	AC/DC Trainer	AP101	G-323414	7/23/2015	5,620.76
N19382	Distribution	AP107	G-319656	7/23/2015	15,560.30
N19383	Distribution	AP107	G-319657	7/23/2015	15,560.30
N19384	Distribution	AP107	G-319658	7/23/2015	15,560.30
N19385	Power, Energy Trans	AP107	2.20713E+13	7/23/2015	15,560.30
N19380	Pneumatic Training System	AP107	No Serial #	7/23/2015	19,173.80
N19393	Mechanical Training System	AP106	G-317908	7/23/2015	19,473.60
N19394	Mechanical Training System	AP106	G-318466	7/23/2015	19,473.60
N19395	Mechanical Training System	AP106	G-317424	7/23/2015	19,473.60
N19396	Mechanical Training System	AP106	G-317425	7/23/2015	19,473.60
N19397	Mechanical Training System	AP106	G-317909	7/23/2015	19,473.60
N19391	Industrial Controls of Motors	AP107	NULL	7/23/2015	22,157.80
N19392	Industrial Controls of Motors	AP107	NULL	7/23/2015	22,157.80
N19398	Industrial Wiring	ITC113	G-314606	7/23/2015	30,766.90
N19399	Industrial Wiring	ITC113	G-315044	7/23/2015	30,766.90
N19379	Hydraulics Training System	AP107	NULL	7/23/2015	52,414.60
N19381	Instr. & Process Control	AP107	G-319644	7/23/2015	174,146.20
N19401	HP ProLiant DL 380 G9	MC107	MXQ52501K8	8/5/2015	13,323.74
N19402	HP ProLiant DL 380 G9	MC107	MXQ52501K7	8/5/2015	13,323.74
N19404	Six Horse Panel Walker	WARAUC	No Serial #	8/26/2015	32,517.00
N19405	Epson G6970WU Projector	MC105A	VVSF560043L	9/24/2015	6,379.00

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N19410	Livestream HD550	MC105A	5.50623E+13	10/16/2015	7,498.64
N19414	Russwood Circulation Desk	PL101A	NULL	12/11/2015	11,023.88
N19430	CAT 3650 48PT	CA150B	FDO2027E0EC	8/22/2016	6,112.30
N19431	CAT 3650 48PT	GOLF	FDO2027Q076	8/22/2016	6,112.30
N19419	CAT 3650 48PT	JS104	FDO2022Q17R	8/22/2016	9,227.80
N19420	CAT 3650 48PT	BA215	FDO2022E227	8/22/2016	9,227.80
N19421	CAT 3650 48PT	MH106	FDO2022E2PO	8/22/2016	9,227.80
N19422	CAT 3650 48PT	BA215	FDO2022E2VH	8/22/2016	9,227.80
N19423	CAT 3650 48PT	JS104	FDO2022E2VK	8/22/2016	9,227.80
N19424	CAT 3650 48PT	PL239	FDO2022Q17M	8/22/2016	9,227.80
N19425	CAT 3650 48PT	JW203C	FDO2022E2D8	8/22/2016	9,227.80
N19426	CAT 3650 48PT	WF158	FDO2022E2VG	8/22/2016	9,227.80
N19427	CAT 3650 48PT	MC103	FDO2022E2D7	8/22/2016	9,227.80
N19429	CAT 3650 48PT	JW203C	FDO2022Q1CU	8/22/2016	9,227.80
N19432	CAT 3650 48PT	JS139A	FDO2022Q11Z	8/22/2016	9,227.80
N19418	CAT 6807 - XLChassis	MC107	FGE20410XD5	8/22/2016	96,765.80
N19433	Avaya Phone System	MC107	USE62677TH	9/1/2016	59,249.22
N19438	Utah Switcher	MC107	10162941	11/2/2016	7,995.00
N19437	Leightronix Server	MC107	00E0FB1001D0	11/2/2016	9,593.00
N19440	Nursing Annie Manikin	AH125	325UM...	12/15/2016	8,800.04
N19441	Nursing Annie Manikin	AH125	325UMB4316027	12/15/2016	8,800.04
N19442	Nursing Anne Manikin	AH128	325UMS4316014	12/15/2016	8,800.04
N19448	Overland Snap Server	MC107	AT51000114	12/20/2016	5,999.82
N19443	SimCart RX	AH121A	2562	1/10/2017	11,700.00
N19445	Open Display Merchandiser	BA159	TOM50BY021	1/19/2017	6,458.00
N19444	Lo Boy 90 Whirlpool	CA136	16490705	1/19/2017	8,515.00
N19446	CAT 3650 48PT	BM106	FD02042E2BJ	2/8/2017	10,973.00
N19447	2017 Ford Expedition XL	CG100	1FMJU1FTXHEA49040	2/8/2017	36,106.50
N19452	CAT 3650 48PT	BM106	FD02045Q05D	2/9/2017	7,625.60
N19453	CAT 3650 48PT	BM106	FD02045E0BM	2/9/2017	7,625.60
N19451	Tintri Network Storage	MC107	0211-1717-007	5/11/2017	68,647.00
N19454	Nevco Scoreboard	CA100	NULL	6/2/2017	7,300.00
N19455	Nevco Scoreboard	CA100	NULL	6/2/2017	7,300.00
N19456	Nevco Statistics Displays	CA100	NULL	6/2/2017	8,033.81
N19457	Yard Ramp	DORMLO	DCQH11-3.3	6/13/2017	13,699.99
N19450	Epson Pro L1300U	HC116	X2WQ830083L	6/20/2017	7,799.00
N19458	Thor Encoder Convertor	MC107	2SDI-ATSC/LL/AC3/1115-12	6/27/2017	5,230.00
N19461	HP ProLiant DL 380 G9	MC105A	MXQ725006NL	7/7/2017	12,791.55
N19463	HP ProLiant DL 380 G9	WARHOU	MXQ725006NK	7/7/2017	12,791.55
N19474	Manley Slam Stereo	BM109	SLAM575A	8/4/2017	5,980.00
N19472	Genelec Digital Input	BM109	1238APM21000237	8/4/2017	7,609.30
N19473	Genelec Digital Input	BM109	1238APM21000238	8/4/2017	7,609.30
N19464	Nexus Switch	MC107	FOC2133R0L5	8/14/2017	12,519.10

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N19465	Pro Station Sound Board	BM109	D360	8/22/2017	228,500.00
N19466	CAT 3650 48PT	JW203C	FDO2130E2CQ	9/27/2017	10,049.50
N19468	Fortinet Analyzer 400E	WARAUC	FL-4HE3R17900446	10/19/2017	8,085.23
N19475	DW Drum Set	BM110	658598	10/30/2017	7,662.77
N19477	Analog Audio Interface	BM109	8LDCV63000056H	12/11/2017	5,071.82
N19478	Analog Audio Interface	BM109	8LDCV71000117H	12/11/2017	5,071.82
N19557	CAT 3650 48PT	JW203C	364812	2/20/2018	10,920.70
N19482	Extron HDMI DA	BM103	No Serial #	2/21/2018	6,082.35
N19483	Extron HDMI DA	BM105	No Serial #	2/21/2018	6,082.35
N19488	2014 International	ETC1	3HSDJAPR3EN784768	6/11/2018	49,477.94
N19491	John Deere TX	WMPORT	1M04X2XDLJM131076	6/18/2018	6,850.87
N19492	Scantron Scanner	LC105	5703174	6/19/2018	6,361.00
N19487	Capture Server	BU239	EE17423087DODE	6/19/2018	10,381.04
N19480	RPRM Server	BU239	5MHK7M2	6/19/2018	16,859.85
N19486	DMA Server	BU239	5MHWOM2	6/19/2018	16,859.85
N19485	VMWare Server	BU239	73DWXM2	6/19/2018	22,659.32
N19479	RPCS Bridge	BU239	EE174231730EDD	6/19/2018	86,682.38
N19493	Can Am Outlander	RG100	3JBLGAT44JJ002494	6/21/2018	6,438.00
N19494	Barracude Load Balancer	MC107	BAR-BF-1060408	6/27/2018	17,621.66
N19507	Instructor Podium	EQ100	No Serial #	7/15/2018	8,463.48
N19495	Instructor Podium	MH102	No Serial #	7/15/2018	8,582.21
N19496	Instructor Podium	MC105A	No Serial #	7/15/2018	8,582.21
N19497	Instructor Podium	MC105A	No Serial #	7/15/2018	8,582.21
N19498	Instructor Podium	MC105A	No Serial #	7/15/2018	8,582.21
N19499	Instructor Podium	MC105A	No Serial #	7/15/2018	8,582.21
N19500	Instructor Podium	MC105A	No Serial #	7/15/2018	8,582.21
N19501	Instructor Podium	MC105A	No Serial #	7/15/2018	8,582.21
N19502	Instructor Podium	HH103	No Serial #	7/15/2018	8,582.21
N19503	Instructor Podium	HH108	No Serial #	7/15/2018	8,582.21
N19504	Instructor Podium	HH121	No Serial #	7/15/2018	8,582.21
N19505	Instructor Podium	HH125	No Serial #	7/15/2018	8,582.21
N19506	Instructor Podium	HH203	No Serial #	7/15/2018	8,582.21
N19514	Crestron System 300	BU239	1804J8H13123	7/31/2018	5,171.53
N19510	Samsung 75" LED TV	JS139	072GHCAK400294H	7/31/2018	7,173.62
N19512	SoundStructure C16	BU239	NULL	7/31/2018	8,802.59
N19546	RealPresence	BU239	8217344785EDCW	7/31/2018	21,886.59
N19558	EZ Go Golf Cart	WMPORT	3365587	8/28/2018	8,100.00
N19559	EZ Go Golf Cart	WMPORT	3365589	8/28/2018	8,100.00
N19560	EZ Go Golf Cart	WMPORT	3365586	8/28/2018	8,100.00
N19586	Total Flow Meter	ETC2	T183737793	8/30/2018	7,712.00
N19565	Xerox Copier	BA108	SDA091201	9/11/2018	8,666.28
N19563	Xerox Copier	BA130	SDA091252	9/11/2018	9,070.73
N19564	Xerox Copier	BU215	XEF440218	9/11/2018	9,453.94

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N19562	Xerox Copier	BA118	XKK412931	9/11/2018	14,168.13
N19561	Xerox Copier	JS130	XKK388802	9/11/2018	14,470.29
N19566	CAT 3650 48PT	AH158	FDO2222Q0KN	9/13/2018	8,274.60
N19567	CAT 3650 48PT	AH158	FD02222EON8	9/13/2018	8,274.60
N19568	CAT 3650 48PT	AH158	FD02222QOKF	9/13/2018	8,274.60
N19569	CAT 3650 48PT	AH158	FD02222QOKZ	9/13/2018	8,274.60
N19570	CAT 3650 48PT	AH126	FD02222EOP5	9/13/2018	8,274.60
N19571	CAT 3650 48PT	AH126	FD02222QOKZ	9/13/2018	8,274.60
N19572	CAT 3650 48PT	AH126	FD02222EOP2	9/13/2018	8,274.60
N19573	CAT 3650 48PT	AH126	FD02222EONG	9/13/2018	8,274.60
N19574	CAT 3650 48PT	AH126	FD02222EONS	9/13/2018	8,274.60
N19575	CAT 3650 48PT	AH126	FD02222EOP6	9/13/2018	8,274.60
N19576	CAT 3650 48PT	HH108D	FDO2221E2AT	9/13/2018	9,049.60
N19577	CAT 3650 48PT	DW224	FDO2221Q205	9/13/2018	9,049.60
N19579	CAT 3650 48PT	PL118	FDO2222EO9H	9/13/2018	9,049.60
N19578	CAT 3650 48PT	CA101D	FDO2222EOEY	9/13/2018	9,874.60
N19581	CAT 3650 48PT	JW203C	FDO2219E36M	9/21/2018	8,439.90
N19582	CAT 3650 48PT	JW203C	FDO2219E28M	9/21/2018	8,439.90
N19583	CAT 3650 48PT	BA215	FDO2219Q1XM	9/21/2018	8,439.90
N19584	CAT 3650 48PT	BA215	FDO2219Q1Z8	9/21/2018	8,439.90
N19585	CAT 3650 48 PT	BA215	FDO2219Q1YP	9/21/2018	8,439.90
N19580	CAT 3650 48PT	BB116	FDO2221E2AO	9/21/2018	9,049.60
N19596	Galley Cooking Station	BA157	F1826803-50021-02	11/7/2018	6,860.19
N19593	Epson L1300U Projector	AH159	X2WQ8Y0011L	12/11/2018	7,799.00
N19587	Epson L1505UH Projector	AH155	X58T8X0013L	12/11/2018	13,499.00
N19588	Epson L1505UH Projector	AH155	X58T8X0014L	12/11/2018	13,499.00
N19589	Epson L1505UH Projector	AH156	X58T8X0033L	12/11/2018	13,499.00
N19590	Epson L1505UH Projector	AH156	X58T8X0034L	12/11/2018	13,499.00
N19591	Epson L1505UH Projector	AH157	X58T8X0035L	12/11/2018	13,499.00
N19592	Epson L1505UH Projector	AH157	X58T8X0036L	12/11/2018	13,499.00
N19594	Xerox Versalink Copier	AH121	SDA088684	12/13/2018	9,953.94
N19595	CAT 3650 48PT	JW101	FD02318F2NO	12/19/2018	8,800.81
N19598	Sim Cab RX Cabinet	AH140	18-11-3880	1/23/2019	38,532.50
N19599	Sim Cab RX Cabinet	AH138	17-11-2183	1/23/2019	38,532.50
N19608	Nevins Conference Table	AH123	No Serial #	2/19/2019	7,045.35
N19600	Nursing Annie Simulator, Manikin	AH134	320UMM4918013	3/12/2019	33,680.29
N19601	Nursing Annie Simulator, Manikin	AH134	320UMM4918005	3/12/2019	33,680.29
N19602	Nursing Annie Simulator, Manikin	AH145	320UMM4918014	3/12/2019	33,680.29
N19603	Nursing Annie Simulator, Manikin	AH128	320UMM4918012	3/12/2019	33,680.29
N19604	Nursing Annie Simulator, Manikin	AH124	320UMM4918004	3/12/2019	33,680.29
N19611	Intelect Legend XT	CA136	NULL	4/3/2019	5,299.00
N19609	CAT 3650 48PT	AH126	FD02252F1BH	4/3/2019	10,591.01
N19610	CAT 3650 48PT	AH126	FD02022E0BB	4/3/2019	10,591.02

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N19617	Volleyball System	CA150A	NULL	4/24/2019	5,699.62
N19618	Volleyball System	CA150A	No Serial #	4/24/2019	6,024.63
N19616	Livestream HD550	BBCON	5.50854E+13	4/24/2019	6,744.94
N19619	2019 Chrysler 300	WMPORT	2C3CCAAGXKH568961	5/1/2019	22,690.00
N19620	HP Prolient DL360 G10	MC107	MXQ91401N8	5/2/2019	6,918.13
N19621	John Deere XUV865M	WF103	1M0865MDTKM020142	5/2/2019	19,241.86
N19645	Lab Volt Training System	AP101	G-403154	5/15/2019	6,044.00
N19644	Innotek Mobile Flow Trainer	AP101	NULL	5/15/2019	11,980.00
N19643	Pole Vault Standards	TR	NULL	5/23/2019	5,800.00
N19622	Hammer/Discus Cage	TR	NULL	5/23/2019	28,677.00
N19623	2019 Chrysler 300	WMPORT	2C3CCAAG0KH610022	5/28/2019	26,690.00
N19624	2019 Chevrolet Suburban	WMPORT	1GNSCKEC4KR348839	6/3/2019	46,981.00
N19625	2019 Ford Expedition	WMPORT	1FMJU1HT6KEA02754	6/5/2019	46,618.95
N19626	Instructor Podium	DW110A	No Serial #	6/12/2019	8,445.26
N19627	Instructor Podium	HH204	No Serial #	6/12/2019	8,445.26
N19628	Instructor Podium	HH205	No Serial #	6/12/2019	8,445.26
N19629	Instructor Podium	HH206	No Serial #	6/12/2019	8,445.26
N19630	Instructor Podium	HH207	No Serial #	6/12/2019	8,445.26
N19641	Instructor Podium	BU238	No Serial #	6/28/2019	8,445.25
N19642	Instructor Podium	BU241	No Serial #	6/28/2019	8,445.25
N19631	Instructor Podium	HH227	No Serial #	6/28/2019	8,445.26
N19632	Instructor Podium	HH230	No Serial #	6/28/2019	8,445.26
N19633	Instructor Podium	HH231	No Serial #	6/28/2019	8,445.26
N19634	Instructor Podium	AC105	No Serial #	6/28/2019	8,445.26
N19635	Instructor Podium	AC113	No Serial #	6/28/2019	8,445.26
N19636	Instructor Podium	BA220	No Serial #	6/28/2019	8,445.26
N19637	Instructor Podium	AC117	No Serial #	6/28/2019	8,445.26
N19638	Instructor Podium	BA220	No Serial #	6/28/2019	8,445.26
N19639	Instructor Podium	BU217	No Serial #	6/28/2019	8,445.26
N19640	Instructor Podium	BU218	No Serial #	6/28/2019	8,445.26
N19646	Link Weaver Bucking Machine	EQ108	531N42	6/28/2019	9,720.00
N19647	Caterpillar TL642D Telehandler	WMPORT	OML801340	6/28/2019	115,994.00
N19650	Integrated Chip Timer	TRACK	AB001548	9/17/2019	8,605.00
N19652	Interactive Touchscreen	HC111	ZU1033617002	10/31/2019	42,794.00
N19605	Sim Newborn, Manikin	AH136	29628190317	12/16/2019	53,888.73
N19607	SIM Baby, Manikin	AH136	24609190227	12/16/2019	66,032.38
N19606	Sim Mom, Manikin	AH136	No Serial #	12/16/2019	67,665.69
N19663	B-Line Medical Server	MC107	1091548	1/10/2020	17,200.00
N19665	SimCapture Node Pro	AH129	Not Visible	1/15/2020	14,905.00
N19666	SimCapture Node Pro	AH129	Not Visible	1/15/2020	14,905.00
N19667	SimCapture Node Pro	AH129	Not Visible	1/15/2020	14,905.00
N19668	SimCapture Node Pro	AH129	Serial # Not Visible	1/15/2020	14,905.00
N19669	SimCapture Node Pro	AH125	Not Visible	1/15/2020	14,905.00

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N19670	SimCapture Node Pro	AH125	Not Visible	1/15/2020	14,905.00
N19671	SimCapture Node Pro	AH125	Not Visible	1/15/2020	14,905.00
N19672	SimCapture Node Pro	AH125	NULL	1/15/2020	14,905.00
N19673	SimCapture Ultraportable Pro	AH135	325178	1/15/2020	14,905.00
N19674	SimCapture Ultraportable Pro	AH135	325189	1/15/2020	14,905.00
N19676	Freightliner Touring Bus	BUSBRN	3ALACXFC8LDLY4826	1/31/2020	225,500.00
N19661	Enclosed Trailer	DORMLO	5D2C6162XK1009798	2/20/2020	7,700.00
N19662	John Deere Manure Spreader	RG100	1XFMS11XAL0026251	3/2/2020	11,960.00
N19681	CAT 3650 48PT	TB103A	FDO2351M2GW	3/18/2020	8,263.23
N19682	CAT 3650 48PT	RR129B	FDO2351M3D2	3/18/2020	8,263.23
N19679	CAT 3650 48PT	BA126	FDO2351M3CK	3/18/2020	9,193.95
N19680	CAT 3650 48PT	AC109	FDO2351M3CP	3/18/2020	9,193.95
N19677	CAT 3650 48PT	AC109	FDO2351M3DQ	3/18/2020	10,191.87
N19678	CAT 3650 48PT	AC109	FDO2351M3CR	3/18/2020	10,191.87
N19684	CAT 3650 48PT	HC121	FDO2351M2GV	3/18/2020	10,259.07
N19685	CAT 3650 48PT	M002	FDO2351M3CW	3/18/2020	10,259.07
N19686	CAT 3650 48PT	WF121	FDO2351M3DJ	3/18/2020	10,259.07
N19687	CAT 3650 48PT	AP108	FDO2351M2H5	3/18/2020	10,259.07
N19683	CAT 3650 48PT	WM108	FDO2351M3CV	3/18/2020	11,180.76
N19688	Ice Machine (Cafeteria)	BA162	NULL	3/19/2020	5,928.00
N19690	Oracle Database Server	MC107	2010XLA014	4/23/2020	20,649.19
N19691	Oracle Database Server	MC107	2010XLA012	4/23/2020	20,649.19
N19692	Oracle Database Server	MC107	2010XLA013	4/23/2020	20,649.19
N19693	Law Enfor. Training System	BM156A	C024	5/14/2020	75,944.10
N19694	Upright Clavinova	BM116	UCA101001	5/18/2020	5,225.00
N19696	HP Prolient DL380 Gen10	MC107	2M20200544	6/16/2020	25,500.83
N19653	Instructor Podium	WF102	No Serial #	6/19/2020	8,462.98
N19654	Instructor Podium	WF119	No Serial #	6/19/2020	8,462.98
N19655	Instructor Podium	WF122A	No Serial #	6/19/2020	8,462.98
N19656	Instructor Podium	WF122B	No Serial #	6/19/2020	8,462.98
N19657	Instructor Podium	WF125A	No Serial #	6/19/2020	8,462.98
N19658	Instructor Podium	WF125B	No Serial #	6/19/2020	8,462.98
N19659	Instructor Podium	DW212	NULL	6/19/2020	8,462.98
N19660	Instructor Podium	DW242	No Serial #	6/19/2020	8,462.98
N19698	Genie Sky Lift	WMPORT	11518-002-001	6/30/2020	65,329.80
N19699	V180B Mainframe Printer	AC113A	EQ#47015	6/30/2020	98,271.02
N19777	AC/DC Trainer	AP101	G-419537	7/24/2020	6,473.00
N19778	AC/DC Trainer	AP101	G-419591	7/24/2020	6,473.00
N19779	AC/DC Trainer	AP101	G-419542	7/24/2020	6,473.00
N19780	AC/DC Trainer	AP101	G-419536	7/24/2020	6,473.00
N19781	AC/DC Trainer	AP101	G-419656	7/24/2020	6,473.00
N19769	Mechanical Training System	AP106	NULL	7/24/2020	9,552.80
N19770	Mechanical Training System	AP106	NULL	7/24/2020	9,552.80

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N19771	Mechanical Training System	AP106	NULL	7/24/2020	9,552.80
N19772	Mechanical Training System	AP106	NULL	7/24/2020	9,552.80
N19773	Mechanical Training System	AP106	NULL	7/24/2020	9,552.80
N19774	Industrial Wiring	AP107	G-420815	7/24/2020	22,502.33
N19775	Industrial Wiring	ITC113	G-420804	7/24/2020	22,502.33
N19776	Industrial Wiring	ITC113	G-420803	7/24/2020	22,502.34
N19782	Industrial Controls of Motors	AP107	NULL	7/24/2020	24,484.00
N19768	Festo Pneumatics	AP107	10489	7/24/2020	39,907.00
N19700	Rotary 12,000lb Above Grnd Lift	DW230	DCS20G0121	8/3/2020	13,711.64
N19710	Trackman 4	GOLF	6614026167	9/17/2020	58,990.00
N19721	HP DesignJet Z6610	AC113A	MY88J2900S	10/28/2020	9,020.25
N19713	Cisco 2120 Firewall	MC107	JMX24372004	10/28/2020	23,749.34
N19714	Cisco 2120 Firewall	MC107	JMX2436ZOA6	10/28/2020	23,749.34
N19720	HP ProLiant DL 380 G10	MC107	M2042077R	10/28/2020	27,481.21
N19722	CAT 3650 48PT	MH106	FD02352MOVW	11/4/2020	10,992.91
N19723	CAT 3650 48PT	MH106	FD02352MOUV	11/4/2020	10,992.91
N19725	CAT 3650 48PT	CA119	FD02324F1AV	11/4/2020	10,992.91
N19726	CAT 3650 48PT	BM146A	FD02352MOVZ	11/4/2020	10,992.91
N19727	CAT 3650 48PT	CA101D	FD02352MOV4	11/4/2020	10,992.91
N19728	CAT 3650 48PT	MC106	FDO2121Q0B4	11/4/2020	10,992.91
N19729	CAT 3650 48PT	CA101D	FD02352MOUX	11/4/2020	10,992.91
N19730	CAT 3650 48PT	CA131	FD02324F1AR	11/4/2020	10,992.91
N19731	CAT 3650 48PT	CA131	FD02401M121	11/4/2020	10,992.92
N19732	CAT 3650 48PT	CA131	FD02401M13G	11/4/2020	10,992.92
N19733	CAT 3650 48PT	BM146A	FD02352M0UE	11/4/2020	10,992.92
N19734	CAT 3650 48PT	CA101D	FD02324F1N3	11/4/2020	10,992.92
N19715	CAT 3650 48PT	MC103	FD02427M002	11/12/2020	10,928.07
N19716	CAT 3650 48PT	MC103	FD02426MODJ	11/12/2020	10,928.07
N19717	CAT 3650 48PT	MC103	FD02425MORF	11/12/2020	10,928.07
N19718	CAT 3650 48PT	MC103	FD02427M02C	11/12/2020	10,928.07
N19719	CAT 3650 48PT	MC103	FD02429M0E1	11/12/2020	10,928.09
N19735	Continental Washer/Extractor	CA126	1463582J20	12/3/2020	5,952.00
N19736	Continental Washer/Extractor	CA126	1463592J20	12/3/2020	5,952.00
N19737	CAT 3650 48PT	CA131	FD02402M1G2	12/18/2020	10,097.92
N19738	CAT 3650 48PT	MH106	FD02402M1H0	12/18/2020	11,898.32
N19739	CAT 3650 48PT	MH106	FD02352M0TJ	12/18/2020	11,898.32
N19740	CAT 3650 48PT	MH106	FD02351M483	12/18/2020	11,898.32
N19741	CAT 3650 48PT	PL239	FD02402M1GD	12/18/2020	11,898.32
N19742	CAT 3650 48PT	PL239	FD02419MOLS	12/18/2020	11,898.32
N19743	CAT 3650 48PT	PL239	FD02352MOTH	12/18/2020	11,898.32
N19744	CAT 3650 48PT	PL239	FD02323F269	12/18/2020	12,941.32
N19745	CAT 3650 48PT	PL239	FD02402M1GY	12/18/2020	12,941.32
N19708	Instructor Podium	TM200	No Serial #	1/26/2021	5,602.28

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N19701	Instructor Podium	BM116	NULL	1/26/2021	5,602.32
N19702	Instructor Podium	BM146	No Serial #	1/26/2021	5,602.32
N19703	Instructor Podium	BM151	No Serial #	1/26/2021	5,602.32
N19704	Instructor Podium	BM153	No Serial #	1/26/2021	5,602.32
N19705	Instructor Podium	DW120	No Serial #	1/26/2021	5,602.32
N19706	Instructor Podium	DW218	NULL	1/26/2021	5,602.32
N19707	Instructor Podium	DW235	No Serial #	1/26/2021	5,602.32
N19747	Peterbilt Water Truck	RG100	1FUWDXYA9TP724021	1/26/2021	34,900.00
N19748	Nevco Scorer's Table	CA100	NULL	2/9/2021	10,790.90
N19749	Nevco Scorer's Table	CA100	NULL	2/9/2021	10,790.90
N19750	Nevco Scorer's Table	CA100	NULL	2/9/2021	10,790.90
N19751	Nevco Scorer's Table	CA100	NULL	2/9/2021	10,790.90
N19752	Dreamseats Sofa	CA118	NULL	3/4/2021	5,236.42
N19753	Dreamseats Sectional	CA123	No Serial #	3/4/2021	5,236.42
N19754	Dreamseats Sofa	CA124	NULL	3/4/2021	5,236.42
N19755	Dreamseats Sofa	CA125	NULL	3/4/2021	5,236.42
N19783	Lateral Fire Proof File	JS109	FL2021014073	3/5/2021	5,575.69
N19763	Nevco Scoreboard	CA154	NULL	4/21/2021	6,468.40
N19764	Nevco Scoreboard	CA154	NULL	4/21/2021	8,144.40
N19758	Epson 2250U Projector	LC104	7000447	4/24/2021	5,177.66
N19759	Epson 2250U Projector	LC105	7000605	4/24/2021	5,177.66
N19760	Epson 2250U Projector	LC109	7000450	4/24/2021	5,177.66
N19761	Epson 2250U Projector	LC110	7000272	4/24/2021	5,177.66
N19762	Sony 2250U Projector	MC106	7000448	4/24/2021	5,177.66
N19765	12K Series Gun	CA157	28048	4/26/2021	6,104.00
N19766	12K Series Gun	CA130	28049	4/26/2021	6,104.00
N19767	Extron Medialink Controller	MC105A	A24NV5L	4/27/2021	9,914.53
N19785	Inogeni Camera Switcher	PL120	SN Not Visible	6/17/2021	12,838.85
N19790	Lo Boy 105 Whirlpool	CA136	1371642	6/30/2021	9,999.00
N19788	Pole Vault Standards	TRACK	NULL	6/30/2021	17,525.00
N19786	Trackman 4	GOLF	21303901047	6/30/2021	58,990.00
N19791	HP Prolient DL360 Gen 10	MC107	MXQ1291JMZ	8/4/2021	5,668.00
N19792	HP Prolient DL360 Gen 10	MC107	MXQ1291JNO	8/4/2021	5,668.00
N19793	2021 Chevrolet Tahoe	BML0T	1GNSCLED8MR336761	9/14/2021	43,466.52
N19798	Panasonic Video Recorder	MC107	J101GYGP	9/30/2021	23,415.00
N19800	HP Prolient DL360 Gen10	MC107	MXQ14021L4	11/16/2021	5,668.00
N19801	2022 John Deere Gator	CA133F	1M0T1465EANM170016	11/19/2021	10,581.67
N19803	Cross Cut Disk/Nine Ft.	RG100	A237595	11/30/2021	9,450.00
N19804	Yamaha Sound System	BA150	NULL	11/30/2021	17,424.22
N19799	Fixed Back Taping Station	CA136	NULL	12/7/2021	8,358.00
N19802	HP Prolient DL380 Gen10	MC107	2M214504SG	12/7/2021	16,094.30
N19805	Vulcan Oven	BA162	482003274	1/19/2022	8,673.67
N19808	John Bean Wheel Balancer	DW209	582BR002	2/16/2022	10,571.08

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N19809	TS745T Prospeed Tire Changer	DW209	54BMQ001	2/16/2022	16,355.11
N19807	4 Wheel Alignment System	DW222	EEWB582AP230	2/16/2022	17,133.76
N19810	HPE 3810 48PT	MC107	SG18GYVV01J	2/21/2022	6,693.07
N19811	Panasonic Security Server	MC107	9F40LM3	3/4/2022	44,384.35
N19812	Panasonic Security Server	MC107	4ZFCNK3	3/4/2022	44,384.35
N19813	Panasonic Security Server	MC107	2ZFCNK3	3/4/2022	44,384.35
N19821	EH030 Softmount Washer Extractor w/leg kit	MC140	1463994M21	4/19/2022	8,249.56
N19814	2022 Chrysler 300	WMPORT	2C3CCAAG6NH116302	4/21/2022	32,015.00
N19819	Tintri T7040 Array	MC103	0430-2212-788	5/3/2022	108,885.93
N19818	Epson Laser Projector	EVECTR	X98D210001L	5/9/2022	71,331.06
N19822	Ultimaker SS 3D Printer	AP101	12.005	6/17/2022	7,529.18
N19825	Shel Lab SMI11 Microbiological Incubator	AC105A		6/29/2022	5,675.00
N19823	Update Pannell/Zia Boardroom Conference Room ADA	PL120	H21B3420023	6/30/2022	7,015.64
N19824	2022 Mobile Conference Cart for Admin Planning Rm	JS114	NULL	6/30/2022	18,439.11
N19830	Podium with Doc Camera drawer	MC127		8/9/2022	5,002.79
N19831	Podium with Doc Camera drawer	MC128	NULL	8/9/2022	5,002.79
N19832	Podium with Doc Camera drawer	MC130	NULL	8/9/2022	5,002.79
N19833	Podium with Doc Camera drawer	MC138		8/9/2022	5,002.79
N19829	Podium w/doc camera drawer	MC100	NULL	8/9/2022	6,871.94
N19828	2022 Chrysler 300 Touring	BUSBRN	2C3CCAAG1NH190923	8/11/2022	34,748.62
N19827	Canon 50MM, 100-500MM, 24-70MM Cameras w/Supplies	AC114	3.92022E+11	8/18/2022	9,475.49
N19836	WaveWorks Reception Desk - Gina	JS136	NULL	9/1/2022	7,066.17
N19835	Prodigy Plus Ice Maker Nugget Style	CA133F		9/20/2022	5,569.00
N19839	ASPIIS-Z-Ballistic Shield with Body Armor	OC100	595610001	10/4/2022	8,126.30
N19838	2023 Chevrolet Suburban (CC10906) 2WD FL	WMPORT	1GN5CAED6PR160429	10/5/2022	53,179.00
N19924	2022 Electric John Deer Gator TE	DR101	1M0T145ECNM170403	10/28/2022	10,955.17
N19842	2022 John Deer Gator XUV835R	BUSBRN	1M0835RAANM053419	10/28/2022	26,151.74
N19840	Tomcat CRZ Rider Scrubber	CA130	130191	10/31/2022	19,998.00
N19843	Sony laser projector and chief mount	BA153	7023758	12/13/2022	7,723.63
N19846	Laser Alignment of Shafts	AP106	2012-0487	1/10/2023	16,260.50
N19847	Laser Alignment of Shafts	AP106	2012-0071	1/10/2023	16,260.50
N19845	1080 Sprint Portable Resistance Training & Testing	TRACK	49095094	1/10/2023	19,840.00
N19850	2022 Ford 1 Ton Crew Cab	RG100	1FT8W3DTXNEE91257	1/13/2023	49,997.00
N19851	2022 Rockin S Trailer	RG100	1R9FG4024N1866702	1/25/2023	18,000.00
N19852	Xerox VersaLink B7135 Copier	HC107	HQH803339	2/9/2023	6,904.00
N19853	Xerox VersaLink B7135 Copier	MH115	HQH798344	2/9/2023	6,904.00
N19854	Xerox VersaLink B7135 Copier	BM135	HQH803620	2/9/2023	6,904.00
N19855	Xerox VersaLink B7135 Copier	WF132	HQH802806	2/9/2023	6,904.00
N19856	Xerox VersaLink B7135 Copier	CA103	HQH803323	2/9/2023	6,904.00
N19857	Xerox VersaLink B7135 Copier	BA210	HQH798455	2/9/2023	6,904.00
N19858	Xerox VersaLink B7135 Copier w/ Fax Kit	JS139	HQH803769	2/9/2023	7,503.00
N19859	2023 Pace Cargo Utility Trailer	WMPORT	SJWPE1624PX013179	2/16/2023	8,995.00
N19870	2023 ford 15 passenger micro bus	TRACK	1FDWE3FN8PDD08578	3/7/2023	134,482.00

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N19876	2023 ford 15 passenger micro bus	WMPORT	1FDWE3FNXPDD08579	3/23/2023	140,050.00
N19880	Hon Desk 42x24 with Pedestal,Credenza,bow top	JS112	WRDKDP	3/30/2023	6,221.00
N19881	2023 Chrysler 300	WMPORT	2C3CCAAG6PH524494	3/30/2023	34,117.81
N19879	Access Control for Headend (Equipment)	MC107	435DXP3	4/12/2023	49,363.61
N19882	2017 Freightliner CA125SLP	ETC1	3AKJGLBG6HSJJ3597	4/18/2023	59,950.00
N19837	2019 Fontaine Flatbed Trailer 48ft x 102 inches	ETC1	13N1482CSK1534408	4/21/2023	22,500.00
N19883	HPE DL380 Gen 10	MC107	2M2310031W	4/21/2023	41,753.00
N19884	Presentation System, P011 G7500 Studio E70	BU239	8G22337498B0F2	5/4/2023	6,688.18
N19885	UCS High Jump Pit 24x13'2x28	TRACK	NULL	5/5/2023	11,600.00
N19886	I-Hack Attack Baseball Pitching Machine	BB100	123-014	5/11/2023	6,099.00
N19887	I-Hack Attack Baseball Pitching Machine	BB100	123-013	5/11/2023	6,099.00
N19922	10x20 Storage Building	WF103	583666	5/12/2023	6,424.91
N19888	Catalyst 9300L 48 p	MC106	F0C2714YU1U	5/18/2023	7,738.73
N19889	Catalyst 9300L 48 p	EQ107	F0C2714YU03	5/18/2023	7,738.73
N19890	Catalyst 9300L 48 p	LC114	F0C2714YU61	5/18/2023	7,738.75
N19891	Catalyst 9300L 48 p	WF158	F0C2714YU1D	5/18/2023	7,738.75
N19893	Catalyst 9300L 48 p	BM158	F0C2714YSYR	5/18/2023	7,738.75
N19894	Catalyst 9300L 48 p	MC106	F0C2714YTP9	5/18/2023	7,738.75
N19895	Catalyst 9300L 48 p	LC114	F0C2714YU20	5/18/2023	7,738.75
N19896	Catalyst 9300L 48 p	HCGROU	F0C2714YU27	5/18/2023	7,738.75
N19897	Catalyst 9300L 48 p	LC114	F0C2714YTMG	5/18/2023	7,738.75
N19898	Desk work center	BA140	NULL	5/19/2023	5,398.20
N19899	2023 Ford Explorer	WMPORT	1FMSK8BHXPGA00833	5/25/2023	39,990.00
N19900	Active Dual 18" Subwoofer Speaker	BM119	WGXXK32260	6/2/2023	6,946.12
N19901	Active Dual 18" Subwoofer Speaker	BM110	WGXY32256	6/2/2023	6,946.12
N19902	Active Dual 18" Subwoofer Speaker	BM119	WGXXW32261	6/2/2023	6,946.12
N19903	Active Dual 18" Subwoofer Speaker	BM110	WGXXW32257	6/2/2023	6,946.12
N19904	2023 Jeep Gladiator	DW110	1C6HJTAG0PL551980	6/20/2023	42,483.33
N19906	XPR-10AXLS 10,000lb two post lift	DW223	31498-001-020	6/21/2023	8,620.00
N19907	XPR-10AXLS 10,000lb two post lift	DW223	31498-001-014	6/21/2023	8,620.00
N19908	XPR-10AXLS 10,000lb two post lift	DW223	31498-001-013	6/21/2023	8,620.00
N19905	XPR-12CL 12,000lb two post lift	DW223	30866-001-015	6/21/2023	12,200.00
N19909	Tomcat Pro V2.0 Ridder Scrubber 28" disk rider	MH118	135201	6/29/2023	18,845.00
N19914	Nursing Kelly (L) Product#300-05050, Manikin	AH129	Nursing Kelly 6 2023	6/30/2023	5,354.15
N19915	Nursing Kelly (L) Product#300-05050, Manikin	AH129		6/30/2023	5,354.15
N19916	Nursing Kelly (D) Product#300-050508, Manikin	AH129	Nursing Kelly 1 2023	6/30/2023	5,354.15
N19917	Nursing Kelly (M) Product 300-06060T, Manikin	AH129	Nursing Kelly 4 2023	6/30/2023	5,354.15
N19918	Nursing Kelly (M) Product 300-06060T, Manikin	AH125	Nursing Kelly 3 2023	6/30/2023	5,354.15
N19911	Rack 2 Yamaha Pro Audio with QSC Core 8 Flex	CA202	UED101004	6/30/2023	9,856.00
N19912	Gym Floor Audio Equipment	CA202		6/30/2023	27,770.20
N19959	HPE Proliant DL380 Gen 10 Plus	MC107	2M222304FM	7/14/2023	13,992.18
N19919	2023 Ford Explorer Interceptor AWD White	DORMLO	1FM5K8AC2PGA80602	7/21/2023	52,090.00
N19929	HPE DL360 Gn10+	MC107	MXQ327107Y	8/4/2023	10,331.00

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N19930	HPE DL360 Gn10+ per quote CB100844v2	MC107	MXQ3271080	8/4/2023	10,331.00
N19931	HPE DL360 Gn10+	MC107	MXQ327107Z	8/4/2023	10,331.00
N19925	Frontier 400X (Perkins)	DW101	U1230605604	8/17/2023	17,539.85
N19926	Frontier 400X (Perkins)	DW101	U1230605603	8/17/2023	17,539.85
N19927	Frontier 400X (Perkins)	DW101	U1230605608	8/17/2023	17,539.85
N19928	Frontier 400X (Perkins)	DW101	U1230605606	8/17/2023	17,539.85
N19936	John Deere 540M Loader 1P0540MXCNC061670	RG100	1P0540MXCNC061670	9/6/2023	7,708.68
N19934	2023 Gator XUV590M 1M0590MBHPM060641	RA100	1M0590MBHPM060641	9/6/2023	9,031.44
N19932	2023 Gator XUV835M 1M0835MAPPM061104	RA100	1M0835MAPPM061104	9/6/2023	20,630.54
N19933	2023 Gator XUV835M 1M0835MAPPM061541	RA100	1M0835MAPPM061541	9/6/2023	20,889.40
N19937	John Deere 3038E 1LV3038ETNN139897	RG100	1LV3038ETNN139897	9/6/2023	21,456.00
N19938	John Deere 324G Skid Steer	RG100	1T0324GMCPJ450995	9/6/2023	39,756.64
N19935	2022 John Deere 5100M 1LV5100MCNN407747	RG100	1LV5100MCNN407747	9/6/2023	60,221.82
N19939	2018 TXT 48V E-Z-Go Cart	BAPATI	3319624	9/25/2023	6,200.00
N19940	Cisco Catalyst 9300L 48 port switch w/	JW203C	FVH2727L6Y1	10/9/2023	5,350.82
N19941	Cisco Catalyst 9300L 48 port switch w/	PL239	FVH2728L59E	10/9/2023	5,350.82
N19942	Cisco Catalyst 9300L 48 port switch w/	JW203C	FVH2727L6YS	10/9/2023	5,350.82
N19943	Cisco Catalyst 9300L 48 port switch w/	PL118	FVH2727L6YA	10/9/2023	5,350.82
N19944	Cisco Catalyst 9300L 48 port switch w/	RH	FVH2728L5EF	10/9/2023	5,350.82
N19945	Cisco Catalyst 9300L 48 port switch w/	BA135	FVH2727L6YQ	10/9/2023	5,775.53
N19946	Cisco Catalyst 9300L 48 port switch w/	JS139A	FVH2728L5F3	10/9/2023	5,775.53
N19947	Cisco Catalyst 9300L 48 port switch w/	BA135	FVH2727L2UD	10/9/2023	5,775.53
N19948	Cisco Catalyst 9300L 48 port switch w/	BA135	FVH2728L5EQ	10/9/2023	5,775.53
N19949	Cisco Catalyst 9300L 48 port switch w/	PL118	FVH2727L5FL	10/9/2023	5,775.53
N19950	Cisco Catalyst 9300L 48 port switch w/	BA135	FVH2728L5JL	10/9/2023	5,775.53
N19951	Cisco Catalyst 9300L 48 port switch w/	MC103	FVH2728L5BR	10/9/2023	5,775.53
N19952	Cisco Catalyst 9300L 48 port switch w/	MC103	FVH2727L5H0	10/9/2023	5,775.53
N19953	Cisco Catalyst 9300L 48 port switch w/	BA135	FVH2728L5H0	10/9/2023	7,453.53
N19954	Cisco Catalyst 9300L 48 port switch w/	JS139A	FVH2727L6YL	10/9/2023	7,453.53
N19955	Cisco Catalyst 9300L 48p full PoE w/36 mths	MC106	FVH2734L3XG	10/9/2023	10,464.78
N19956	Cisco Catalyst 9300L 48p full PoE w/36 mths	MC106	FVH2734L3ZL	10/9/2023	10,464.78
N19957	Cisco Catalyst 9300L 48p full PoE w/36 mths	MC106	FVH2734L3YP	10/9/2023	10,464.78
N19958	2023 Ford Explorer	WMPORT	1FMSK8DH9PGB87043	10/25/2023	44,400.00
N19960	Fortinet FortMail 400F Ent. ATP security appliance	MC107	FE400FT921000553	11/2/2023	20,614.53
N19962	Collette 3 seat U legs Straight Arms	THLOB		11/7/2023	5,304.15
N19963	SimMan 3G Plus Medium Manikin and Accessories,	AH143		11/7/2023	85,444.12
N19965	2021 EZ GO TXT 48V Golf Cart	CA100	3482404	12/1/2023	8,100.00
N19966	2021 EZ GO TXT 48V Golf Car	WM101	3482400	12/1/2023	8,950.00
N19964	R1234YF Machine	DW226	153443	12/20/2023	6,999.00
N19967	2023 Jeep Gladiator	BA100	1C6HJTFG8PL553467	1/9/2024	42,858.26
N19968	2024 Bluebird microbus 14 passenger	TRACK	1FDFE4FN5RDD12550	1/17/2024	116,700.00
N19970	Vehicle Communication & Measurement Module	DW223		1/24/2024	5,242.05
N19971	2023 White Ford F350 Crew Cab	DW222	1FD8W3HT2REC10175	1/24/2024	69,162.00

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N19972	2023 White Ford F350 Crew Cab	DW222	1FD8W3HT4REC11215	1/24/2024	69,162.00
N19973	2023 White Ford F350 Crew Cab	DW222	1FD8W3HT8REC13016	1/24/2024	69,162.00
N19974	2023 White Ford F350 Crew Cab	DW222	1FD8W3HT9REC15972	1/24/2024	69,162.00
N19969	Generator	WARINV	UVC600071	1/31/2024	73,591.11
N19981	Whirlwind Power Distro12U 24x30 Amp, Whirlwind	BM109		2/13/2024	14,003.76
N19975	Xerox Versalink B7135/H2	MC122	QPA091002	2/21/2024	6,984.43
N19976	Xerox Versalink B7135/H2	BU221A	QPA087017	2/21/2024	6,984.43
N19977	Xerox Versalink B7135/H2	WF142	QPA090996	2/21/2024	6,984.43
N19978	Xerox Versalink B7135/H2	PL115	QPA086853	2/21/2024	6,984.43
N19979	Xerox Versalink B7135/H2	AH154	QPA090990	2/21/2024	6,984.43
N19980	2018 Golf Cart	WMPORT	3319639	3/8/2024	7,200.00
N19985	Lab Volt PLC Trainer, MicroLogix with Case	TM100	6L32BXBA*C317769594	5/1/2024	5,207.00
N19986	Lab Volt PLC Trainer, MicroLogix with Case	TM100	6L32BXBA*C315090896	5/1/2024	5,207.00
N19987	Lab Volt PLC Trainer, MicroLogix with Case	TM100	6L32BXBA-C315090652	5/1/2024	5,207.00
N19988	Lab Volt PLC Trainer, MicroLogix with Case	TM100	6L32BXBA*C315090736	5/1/2024	5,207.00
N19989	Lab Volt PLC Trainer, MicroLogix with Case	TM100	6L32BXBA*C317769593	5/1/2024	5,207.00
N19983	Z172 Mac Pro Apple M2 Ultra	BM109	RN6KMHWR4J	5/1/2024	8,918.00
N19990	Lab Volt Industrial Controls	ITC113	8128819	5/1/2024	20,494.00
N19984	Antelope Galaxy 64 Synergy Core 64-Chan/Remote/Reg	BM109		5/7/2024	9,849.00
N19991	10x10 Tent	CA130		5/16/2024	5,056.17
N19992	10x20 Tent	CA130		5/16/2024	8,506.14
N19993	Lab Volt AC/DC Training Systems	AP104	G474763	5/16/2024	8,590.00
N19995	Reception Area - "L" Shaped Workstation w/Credenza	BA108A	ZDWSQR	6/14/2024	6,308.90
N19994	Assistant Office desk, storage, mobile pedestal	CL103	YWRJFH	6/14/2024	6,493.50
N19996	2023 chrysler 300	WM102	2C3CCAAG5PH677027	6/24/2024	28,550.00
N19998	Welding Beds Setup w/install, Built Cyl Racks	DW222	50HSB9410R1113334	6/26/2024	8,250.00
N19999	Welding Beds Setup w/install, Built Cyl Racks	DW222	50HSB9417R1113508	6/26/2024	8,250.00
N20000	Welding Beds Setup w/install, Built Cyl Racks	DW222	50HSB9413R1113327	6/26/2024	8,250.00
N20001	Welding Beds Setup w/install, Built Cyl Racks	DW222	50HSB9417R1113332	6/26/2024	8,250.00
N19997	SMCTransparent Hydraulics Training System Dbl side	AP107		6/26/2024	23,245.00
N20002	Mobile Instructor Podium	WH118A		6/30/2024	10,606.18
N20003	Mobile Instructor Podium	WH102		6/30/2024	10,606.18
N20004	Mobile Instructor Podium	MC100		6/30/2024	10,606.18
N20005	Mobile Instructor Podium	WH116		6/30/2024	10,606.18
N20006	Sports Utility Ali Electric Vehicle, Crossover	DW223	3FMTK3R40PMA91451	6/30/2024	44,776.00
N20008	2022 Freightliner 35 passenger bus	BUSBRN	1FDGF5GY1EEA23802	7/30/2024	201,990.00
N20007	2017 MCI 1M86DMBA5HP014217 55 PAS. BUS	BUSBRN	1M86DMBA5HP014217	7/30/2024	290,000.00
N20009	TrackMan B1 Practice System - Pitching & Hitting	BB100	24300124	8/14/2024	19,995.00
N20010	InBody 270 Body Composition Analyzer	CA136	F923007360	9/12/2024	6,255.00
N20012	hyper drive kawasaki for grounds	WM118	FXT00VB82678	9/13/2024	14,834.00
N20013	Xerox Pr Finisher Booklet Maker B9100 Series	AC113A	ECQ674953A	9/18/2024	90,605.52
N20011	2024 gator camo for Dennis Kelly	BML0T	1M0835RACPM062282	9/25/2024	31,033.10
N20016	Cisco Catalyst 9300L 48p Full PoE,	MC106	FVH2823LBQZ	10/1/2024	7,904.74

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N20017	Cisco Catalyst 9300L 48p Full PoE,	MC106	FVH2823LBGB	10/1/2024	7,904.74
N20018	Cisco Catalyst 9300L 48p Full PoE,	MC106	FVH2823L7L2	10/1/2024	7,904.74
N20020	Cisco Catalyst 9300L 48p Full PoE,	CA119	FVH2823LBGD	10/1/2024	7,904.74
N20021	Cisco Catalyst 9300L 48p Full PoE,	CA119	FVH2823L8W9	10/1/2024	7,904.74
N20022	Cisco Catalyst 9300L 48p Full PoE,	CA119	FVH2823L5PX	10/1/2024	7,904.74
N20023	Cisco Catalyst 9300L 48p Full PoE,	CA119	FVH2823LAJX	10/1/2024	7,904.74
N20024	Cisco Catalyst 9300L 48p Full PoE,	CA119	FVH2823LBGC	10/1/2024	7,904.74
N20015	Cisco Catalyst 9300L 48p Full PoE,	MC106	FVH2823L9EW	10/1/2024	7,904.76
N20019	Cisco Catalyst 9300L 48p Full PoE,	MC106	FVH2823L8W7	10/2/2024	7,904.74
N20014	KD10-V3 10'ABI Dragmaster Elite (V3)	RG100	P-116787	10/2/2024	29,398.00
N20025	Poweredge R760XD2 Naspo Computer Equipment	MC104	9YQXP54	10/16/2024	27,901.40
N20026	Poweredge R760XD2 Naspo Computer Equipment	MC104	8YQXP54	10/16/2024	27,901.40
N20027	Nursing Kelly Manikin Medium Skin Adult Male	AH124		10/29/2024	5,694.15
N20028	Nursing Kelly Manikin Dark Skin Adult Male	AH124		10/29/2024	5,694.15
N20033	Vibe Board S1 75" Regular	MH123	V75B5193480127	10/30/2024	5,399.00
N20032	5X10 Custom WeldingWorkshop table	EQ108		10/31/2024	6,751.41
N20046	Espresso Machine & Filter System	BA159	755492	10/31/2024	9,575.11
N20031	Barracuda Load Balancer 540 ADC appliance	MC105A	2420901486	11/5/2024	5,480.50
N20047	racuda Load Balancer 540 ADC appliance	MC105A	2409900670	11/5/2024	5,480.50
N20029	Work Pro Lift Tower Setups	BM118		11/12/2024	7,125.99
N20030	Work Pro Lift Tower Setups	BM118		11/12/2024	7,125.99
N20045	Freightliner M2 Bus Custom Wrap Graphics & Labor	BUSBRN		11/20/2024	13,524.84
N20034	CS-18-4208 - Condiment Cabinet: Raised top with	BA156		11/22/2024	5,262.60
N20035	SHV6M - Straight 6300 Back, 2 Benches, 1 Screen -	BA156		11/22/2024	5,937.40
N20037	Zoom Rooms kit for Extral Large Rooms	BU237		12/17/2024	9,900.00
N20038	Zoom Rooms kit for Extral Large Rooms	BU240	806049F100003815	12/17/2024	9,900.00
N20039	Matrix Endurance LED Treadmill	LA	CTM749F240837263	12/18/2024	5,469.23
N20040	Viewsonic 98 4k Interactive PanelAC Adapt mount	NE	WK724315206C	1/17/2025	18,622.52
N20041	2025 ford explorer interceptors	BML0T	1FM5K8ACX5GB05240	1/17/2025	49,170.00
N20042	2025 ford explorer interceptors	BML0T	1FM5K8AC25GB05278	1/17/2025	49,170.00
N20056	911 Reality Basic Simulator Training Station	BM156	MZ00CNQV	1/22/2025	23,842.50
N20043	XI Pod V6 Lactation Pod	BA229		2/12/2025	23,000.00
N20044	XI Pod V6 Lactation Pod	MH118		2/12/2025	23,000.00
N20048	2023 Chrysler 300	WARINV	2C3CCAAGPH676937	3/25/2025	28,584.00
N20049	Compass Indigo Cargo Enclosed Trailer	RG100	5JWRE1221SX130371	4/2/2025	6,949.00
N20050	ViewSonic IFP9850 98 ViewBoard interactive flat	ITC106	WK7245252024	4/9/2025	6,007.00
N20051	ViewSonic IFP9850 98 ViewBoard interactive flat	ITC109	WK7245252031	4/9/2025	6,007.00
N20052	ViewSonic IFP9850 98 ViewBoard interactive flat	ITC110	WK7245252037	4/9/2025	6,007.00
N20053	ViewSonic IFP9850 98 ViewBoard interactive flat	ITC112	WK7245252058	4/9/2025	6,007.00
N20054	ViewSonic IFP9850 98 ViewBoard interactive flat	ITC206	WK7245252021	4/9/2025	6,007.00
N20055	EV Battery and Powertrain Lit Table	DW213	25028B11011	4/17/2025	11,200.00
N20057	Hyper Drive Kawasaki FX1000 EFI 72" w/options	WMPORT	25020891	4/24/2025	18,310.00
N20084	Smart Board	AC113B	V75B52794A0180	5/6/2025	8,471.68

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N20058	EZ GO golf cart	WARINV	2179201	5/14/2025	5,200.00
N20059	Professional Non Folding Cage with Net	BB100	Null	5/14/2025	8,785.20
N20060	8036 Second Team Add-On	ITC113	Null	6/5/2025	19,032.90
N20061	8036 Second Team Add-On	ITC113	Null	6/5/2025	19,032.90
N20062	8036 Second Team Add-On	ITC113	Null	6/5/2025	19,032.90
N20065	PLC Lab Volt Industrial Controls	ITC113	Null	6/5/2025	19,032.90
N20066	PLC Lab Volt Industrial Controls	ITC113	Null	6/5/2025	19,032.90
N20067	PLC Lab Volt Industrial Controls	ITC113	Null	6/5/2025	19,032.90
N20068	PLC Lab Volt Industrial Controls	ITC113	Null	6/5/2025	19,032.90
N20069	PLC Lab Volt Industrial Controls	ITC113	Null	6/5/2025	19,032.90
N20070	PLC Lab Volt Industrial Controls	ITC113	Null	6/5/2025	19,032.90
N20071	PLC Lab Volt Industrial Controls	ITC113	Null	6/5/2025	19,032.90
N20063	Basic Controls Lab Volt Industrial Controls	NE		6/5/2025	22,241.00
N20064	Basic Controls Lab Volt Industrial Controls	ITC113		6/5/2025	22,241.00
N20089	Push Bumper Emergency Lighting, Havis Center	NE		6/18/2025	10,758.14
N20090	Push Bumper Emergency Lighting, Havis Center	NE		6/18/2025	10,758.15
N20087	Ice Machine - Training & Outreach	WF105		6/24/2025	5,762.82
N20086	Shed - Lofted Barn 10 x 20	CG100		6/24/2025	8,067.59
N20088	Bookeye 5 V2 Pro Bundle scanner touchscreen	NE		6/25/2025	18,850.00
N20091	Bulldog WD20 Battery Powered Scrubber	CA130	BD-24-398	6/30/2025	8,162.00
N20092	Peerless VR Training Simulator	BM157	5CD4510JHY	8/6/2025	49,999.00
N20093	2025 Jeep Gladiator	CG100	1C6PJTAG8SL526023	8/7/2025	17,690.00
N20094	2024 Chevrolet Silverado pickup	WMPORT	3GCNAAED1RG365557	8/7/2025	33,720.00
N20095	HPE DL360 Gen 11 8SFF CTO Server OPTION2 quote TD1	MC107	3M1D2S10BG	8/21/2025	14,795.00
N20111	Baseball Audio System Equipment Only	NE	Null	8/21/2025	40,476.86
N20100	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	MC106	FVH2919L6VZ	9/8/2025	7,444.88
N20101	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	MC106	FVH2916L6WL	9/8/2025	7,444.88
N20102	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	MC106	FVH2919L6WD	9/8/2025	7,444.88
N20103	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	MC106	FVH2919L5E7	9/8/2025	7,444.88
N20104	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	MC107		9/8/2025	7,444.88
N20105	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	MC107		9/8/2025	7,444.88
N20106	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	BA125	FVH2919L5E8	9/8/2025	7,444.88
N20107	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	BA125	FVH2919L557	9/8/2025	7,444.88
N20108	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	JSFIRE	FVH2919L5E6	9/8/2025	7,444.88
N20109	Catalyst 9300L 48p PoE, Network Essentials ,4x10G	JSFIRE	FVH2919L6WUJ	9/8/2025	7,444.88
N20099	Catalyst 9300X 12x25G Fiber Ports, modular uplink	BA125	FVH2910L77J	9/8/2025	17,958.06
N20132	FORTINET SERVER	MC107	FG7H1GTB25000122	9/11/2025	26,562.50
N20115	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20116	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20117	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20118	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20119	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20120	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88

<u>Tag #</u>	<u>Description</u>	<u>Location Code</u>	<u>Serial or Vin #</u>	<u>Acquisition Date</u>	<u>Acquired Value</u>
N20121	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20122	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20123	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20124	Cisco Catalyst 9300L 48 port PoE Switch	MC107		9/19/2025	7,444.88
N20097	E6 Robot +ES01 with Training Platform	ITC106	MG6R02-4516-0849	9/19/2025	11,932.00
N20098	E6 Robot +ES01 with Training Platform	ITC111		9/19/2025	11,932.00
N20110	Advanced Pediatric HALS222Se	AH134	X2508511M	9/19/2025	69,905.93
N20125	2025 Gooseneck Trailer	OC100	3DCGGX2T5S1001017	9/30/2025	42,000.00
N20127	Xerox VersaLink B7135/ENGH2 B/W	ITC104	QPA094190	10/6/2025	6,864.14
N20128	Xerox AltaLink C8230/H2 Color	DW206	ZRG70095	10/6/2025	8,699.23
N20129	Xerox AltaLink C8230/H2 Color A3	PL214	ZRG700982	10/6/2025	8,699.23
N20126	Xerox AltaLink C8230/H2 Color A3 MFP	JS123	ZRG700915	10/6/2025	10,199.00
N20096	John Deere XUV825M S4 Gator	EQ100		10/6/2025	23,636.55
N20131	2025 Ford Explorer 4 Door AWD	BUSBRN	1FMUK8DH7SGC79673	11/14/2025	41,591.00
N20130	2026 Ford Expedition Active Max 4WD, 4 Door	BUSBRN	1FMJK1J83SEA59862	11/14/2025	64,315.40
N20134	Award Stand	TRACPB	569-3521R2	12/16/2025	7,500.00
N20135	32" Pole Vault Pit w/Weather Cover	TR	503-1900Red/Grey	12/16/2025	24,650.00
N20133	Double Front 503 Series Pole Vault Pit w/Cover	NE	NULL	12/16/2025	37,573.00
N20113	Cisco Nexus 9300 48x 100M, 6x 100G Switch	NE		1/16/2026	23,435.92
N20114	Cisco Nexus 9300 48x 100, 6x 100G Switch	NE		1/16/2026	23,435.92
N20136	Forza Double stacked pizza oven	NE		2/13/2026	15,703.38
N20137	Practice Wound Care Kit	NE	Null	2/25/2026	6,603.85
N20138	The Gun 14X Smart Pass w/software package	CA100	38800	3/3/2026	7,600.00
N20139	The Gun 14X Smart Pass w/software package	CA100	38799	3/3/2026	7,600.00
N20140	2026 Dura Haul 48 ft Semi Trailer	TTC100	3F8KF4825T1011011	3/25/2026	37,832.00
N20165	2026 Ford 14 passenger mini bus	BUSBRN	1FDFE4FN8TDD15479	4/27/2026	123,900.00

NEW MEXICO JUNIOR COLLEGE

Office of the President

To: New Mexico Junior College Board Members
From: Interim President Cathy Mitchell
Date: July 16, 2026
Re: Adoption of the NMJC Strategic Plan 2026-2030

Recommendation

It is recommended that the Board of Trustees adopt the New Mexico Junior College Strategic Plan 2026–2030, effective July 1, 2026.

Background

NMJC's previous Strategic Plan covered 2017–2022 and was extended through June 30, 2026, while the College conducted a comprehensive planning process involving faculty, staff, students, community stakeholders, and the Board of Trustees.

The new Strategic Plan reflects an assessment of institutional performance, workforce and community needs, and emerging trends in higher education. It provides a framework for guiding institutional priorities, resource allocation, and continuous improvement through 2030.

Strategic Vision

This Strategic Plan positions NMJC for transformative growth and sustained excellence through 2030. By maintaining its commitment to student success while meeting the evolving needs of Southeast New Mexico, NMJC will strengthen its role as an essential educational and economic anchor for the region.

Successful implementation will require:

- Commitment to continuous improvement and innovation;
- Collaborative leadership across the institution;
- Data-informed decision-making;
- Strategic investments in people, programs, and infrastructure;
- Strong community partnerships; and
- Accountability to students and stakeholders.

Through this plan, NMJC will continue to fulfill its mission of promoting success through learning while advancing educational attainment, workforce development, and regional prosperity.

Requested Action

Motion: Move to approve and adopt the New Mexico Junior College Strategic Plan 2026–2030, effective July 1, 2026, thereby superseding the Strategic Plan 2017–2022, which was extended through June 30, 2026.



NMJC

New Mexico Junior College

STRATEGIC PLAN | 2026 - 2031

SUCCESS THROUGH LEARNING



New Mexico Junior College
Strategic Plan 2026-2031

MISSION

New Mexico Junior College, as a comprehensive community college, promotes success through learning.

VISION

New Mexico Junior College's mission will be achieved by building an innovative, responsive, and inclusive culture that values and promotes:

- Excellence in teaching, learning, and service delivery
- Effectiveness through data-informed decision-making and continuous improvement
- Responsiveness to the evolving needs of students, employers, and communities
- Access through equitable opportunities for diverse learners
- Community Involvement through strategic partnerships and civic engagement
- Sustainability in resources, operations, and regional economic development

CORE VALUES

- Integrity
- Student-Centeredness
- Innovation
- Collaboration
- Accountability
- Access

New Mexico Junior College
Strategic Plan 2026-2031

CORE VALUES DEFINITIONS

Integrity - We are committed to honesty, transparency, and ethical conduct in all our actions and decisions. We maintain the highest standards of academic and professional integrity, building trust through consistency between our words and actions, and holding ourselves accountable to our students, colleagues, and community.

Student Centeredness - We place students at the heart of everything we do. We design our programs, services, and policies with student success as the primary focus, recognizing and responding to the diverse needs, backgrounds, and goals of each learner. We are committed to removing barriers and creating pathways that enable all students to achieve their full potential.

Innovation - We embrace creativity, continuous improvement, and forward-thinking approaches to education and service delivery. We encourage experimentation, support calculated risk-taking and actively seek new and better ways to fulfill our mission. We leverage technology and evidence-based practices to enhance learning experience and operational effectiveness.

Collaboration - We believe that working together produces better outcomes than working in isolation. We foster partnerships within our institution, with other educational entities, with employers and community organizations, and with the students and families we serve. We value diverse perspectives and seek to build bridges that strengthen our collective impact.

Accountability - We take responsibility for our commitments, outcomes, and continuous improvement. We establish clear goals and metrics, regularly assess our performance, and use data to drive decision-making. We are transparent about our results and responsive to feedback, holding ourselves answerable to our students, stakeholders, and the communities we serve.

Access - We celebrate and embrace all of our students, employees and community. We are committed to creating an environment where all individuals are valued, respected and supported. We provide opportunity, honor our differences, and ensure that our institution reflects and serves the full spectrum of our regional community.

PERFORMANCE MEASURE TIMELINES

All performance measures are expected to be completed by June 30, 2031, unless otherwise indicated.

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

GOAL 1: ACCESS & SUCCESS

NMJC strives to provide educational opportunities that meet the needs of those who seek the education we provide. Our goal to improve access and success will assist NMJC, our students, the employers that hire our students, and the region to flourish. NMJC will meet the moment facing our community by expanding educational access and providing comprehensive support systems that enable all students to achieve their academic, career, and personal goals.

Alignment: HLC Criteria 1.A, 1.C, 3.D, 3.E, 3.G, 4.C

Objective 1.1: Increase Total Enrollment

Strategic Actions	Performance Measures
1. Execute the comprehensive enrollment management plan.	1. 10% increase in total headcount enrollment, 18% increase in full-time equivalent (FTE), and 10% increase in annual continuing education enrollments.
2. Clarify and codify dual credit and early college pathways.	2. 100% of all pathways are delineated and implemented for existing programs.
3. Expand recruitment strategies for targeted student demographics.	3. 10% increase in targeted student enrollment.

Objective 1.2: Strengthen Transfer Pathways and Increase Student Retention and Completion

Strategic Actions	Performance Measures
1. Increase successful transfer enrollment through targeted advising, academic pathway alignment, and targeted university partnership initiatives.	1. 7% increase in transfer student enrollment at partner institutions.
2. Continue the holistic advising model with dedicated success coaches.	2. 70% fall-to-fall retention rate by 2029 and 80% by 2031, alongside a 3% annual increase in adult education completion and retention.
3. Continue to utilize the early alert system with targeted interventions.	3. 50% Six-year completion rate (degrees/certificates/transfers).
4. Expand tutoring and supplemental instruction programs.	4. DFW rate maintained at 20% or below each academic year.

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

Objective 1.3: Ensure Accessibility and Compliance Excellence

Strategic Actions	Performance Measures
1. Verify all college technologies meet ADA compliance standards and incorporate universal design principles.	1. 100% of college technologies will have received ADA/WCAG compliance certification.
2. Verify ADA compliance and universal design across all facilities.	2. 100% of all public facilities and spaces receive ADA compliance certification.

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

GOAL 2: EXCELLENCE

NMJC holds itself to a standard where rigor and relevance are inseparable — every program, course, and learning experience is designed to challenge students and deliver outcomes that matter in the real world. NMJC will deliver rigorous, innovative, and relevant educational programs that meet high academic standards and prepare students for success.

Alignment: HLC Criteria 3.A, 3.B, 3.F

Objective 2.1: Ensure Academic Rigor and Program Excellence

Strategic Actions	Performance Measures
1. Conduct comprehensive program reviews on 3-year cycle.	1. 100% of programs complete scheduled review cycle
2. Align learning outcomes with benchmarked standards and transfer requirements.	2. 90% of programs meet or exceed national benchmarks and 80% achievement of student learning outcomes across all programs.
3. Integrate relevant, student-centered practices across curricula.	3. 80% of courses document the implementation of at least one relevant, student-centered process annually.

Objective 2.2: Foster Innovation in Teaching and Learning

Strategic Actions	Performance Measures
1. Expand professional development training for evidence-based pedagogies	1. 100% of full-time faculty participate in professional development annually (minimum 20 hours). 50% of part-time faculty participate in professional development annually (minimum 5 hours)
2. Support faculty innovation grants for course redesign initiatives.	2. 2% annual increase in funding for faculty innovation grants.
3. Implement quality assurance processes for all modalities (face-to-face, hybrid, online)	3. 4.0/5.0 or higher student satisfaction rating with instruction across all modalities

Objective 2.3: Advance Assessment of Student Learning and Continuous Program Improvement

Strategic Actions	Performance Measures
1. Strengthen assessment of student learning at course, program, and institutional levels.	1. 100% of programs complete annual assessment with documented improvements as evidenced by assessment reporting and program review reports.
2. Use assessment data to drive curriculum improvement and resource allocation.	2. 100% of programs will have completed the Program Review process by 2030.

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

GOAL 3: SUSTAINABILITY

NMJC stewards its resources with discipline and foresight, building the financial strength, talented workforce, and modern infrastructure needed to serve this community for generations. NMJC will optimize financial, physical, human, and technological resources to support institutional mission and ensure long-term sustainability.

Alignment: HLC Criteria 2.A, 4.A, 4.B

Objective 3.1: Ensure Financial Sustainability and Stewardship

Strategic Actions	Performance Measures
1. Maintain balanced budgets with appropriate fund balances.	1. Operating fund balance maintained at 10-15% of budgeted annual expenditures, with administrative costs budgeted at no more than 25% of the total.
2. All grants, partnerships, and philanthropic opportunities pursued by the college align with and advance the college's strategic priorities while ensuring financial sustainability and fit.	2. 100% of funded initiatives demonstrate alignment to the NMJC Strategic Plan goals and objectives
3. Strengthen the budget development process by requiring every funding request to include a written justification and show a clear connection to a specific goal or objective in NMJC's strategic plan.	3. 100% of all departmental funding requests submitted during the budget development process include a written justification and are linked to a specific goal or objective in NMJC's strategic plan.

Objective 3.2: Invest in Faculty, Staff, and Leadership Development

Strategic Actions	Performance Measures
1. Provide competitive compensation and comprehensive benefits.	1. Advance faculty/staff compensation toward the 95th percentile of regional employers over the life of the Plan, prioritized within available resources.
2. Establish a comprehensive institutional succession planning framework.	2. Completion and approval of the planning framework by 2028.
3. Foster a culture of employee engagement.	3. Sustained improvement in favorable response rates across key employee engagement dimensions of the Great Colleges to Work For survey (including Job Satisfaction & Support, Collaboration, Communication, Appreciation & Recognition, Well-being, and Mission & Pride), with results reviewed each cycle to identify gaps and guide institutional action

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

Objective 3.3: Enhance Technology Infrastructure and Innovation

Strategic Actions	Performance Measures
1. Upgrade technology infrastructure to support teaching, learning, and operations.	1. 100% of classrooms meet defined baseline instructional technology standards while maintaining 98% network capacity and uptime by 2029.
2. Invest in state-of-the-art equipment and simulation technology.	2. 100% of technical equipment meets industry standards.
3. AI Adoption and Ethical Use	3.1 Adopt AI by getting 3rd party help to incorporate it into all areas of the campus (Administration, Teaching and Learning) by 2029. 3.2 100% of all syllabi will address AI ethical use by 2028. 3.3 100% of all employees required training will include AI ethical use training. 3.4 Research the development of AI programs and degrees by 2029.
4. Develop and Implement IT Master Plan	4. Completion and implementation of technology master plan by 2029.

Objective 3.4: Optimize Facilities and Campus Sustainability

Strategic Actions	Performance Measures
1. Maintain an up-to-date facilities master plan through annual review, updating, and leadership approval.	1. The facilities master plan is reviewed, updated, and formally approved by college leadership by October 31 annually.
2. Implement a formal review process requiring that all major capital projects — those meeting the NMHED capital project threshold or otherwise required to be included in the institutional capital plan — be evaluated and approved for alignment with the Facilities Master Plan before being added to the capital plan.	2. 100% of major capital projects are reviewed and approved through NMJC's capital project alignment process, with documented evidence of alignment with Facilities Master Plan goals, before it is included in the capital plan.
3. Implement a prioritized facilities renewal program to systematically address deficiencies identified in the 2026 Facility Condition Assessment.	3. 100% of Facility Condition Assessment deficiencies are reviewed annually and assigned a status of completed, scheduled with a defined completion date, or documented with a justified reason for deferral or no action.
4. Standardize and strengthen the use of the work order system to ensure consistent identification, categorization, tracking, and response to all work order and service requests.	4. 100% of work order requests are documented with a response

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

GOAL 4: CAREER AND WORKFORCE PATHWAYS

NMJC is Southeast New Mexico's economic engine — translating regional needs into pathways that put people to work and keep the local economy competitive. NMJC will partner with employers, industry, and community to provide workforce training that supports economic development and enhances quality of life in Southeast New Mexico.

Alignment: HLC Criteria 1.B, 1.C, 2.B, 2.D, 3.B, 3.D, 4.A

Objective 4.1: Expand Workforce Development Programs

Strategic Actions	Performance Measures
1. Align programs with Southeast New Mexico's and regions key industries.	1. 10% increase in Workforce Development enrollment with 80% of completers employed in the field within 6 months.
2. Develop and improve industry advisory councils for all career and workforce pathways.	2. 100% of workforce development programs have active industry advisory councils meeting annually.
3. Develop apprenticeship and pre-apprenticeship programs.	3. 10 registered apprenticeship programs available to students.
4. Launch and expand new programs aligned with regional workforce.	4. 1 to 2 new or expanded programs or certificates in high demand fields.
5. Expand stackable credentials and micro-credentials for rapid skill acquisition.	5. 5 stackable credential pathways or micro-credentials implemented

Objective 4.2: Enhance Career Readiness and Workforce Preparation

Strategic Actions	Performance Measures
1. Increase partnership with America's Job Center and similar organizations.	1. 80% program-related employment rate for career/technical completers within 6 months of graduation/completion.
2. Expand internship and work-based learning opportunities for students.	2. 20 internship/work-based learning opportunities created annually by 2029
3. Implement competency-based assessments aligned with employer needs.	3. 75% employer satisfaction rating with graduate preparedness

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

Objective 4.3: Support Economic Diversification and Innovation

Strategic Actions	Performance Measures
1. Partner with economic development organizations on innovation and entrepreneurship initiatives	1. 5% increase in annual contribution to regional economic impact, as indicated in Lightcast analysis.
2. Create career services and pathway center.	2. Career services and Pathway center operational by 2030.
3. Expand responsive contract training department serving business and industry.	3. 50+ employer training partnerships established; 100% increase in contract training revenue.

Objective 4.4: Integrate Data Systems for Seamless Student Pathways

Strategic Actions	Performance Measures
1. Develop and implement a process that connects credit and workforce development programs.	1. 100% integration of credit and workforce development student records with unified data architecture by 2029.
2. Track and streamline transitions between learning modalities.	2. 90% reduction in duplicate student records; 90% system adoption rate across all departments by 2029.
3. Enhance reporting capabilities for workforce and community partners.	3. Unified reporting dashboard created, providing real-time workforce program outcomes to industry partners by 2029.
4. Establish transition pathways for workforce development programs to allow for upskilling.	4. 20% increase in the number of transition pathways by 2029.

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

GOAL 5: COMMUNITY AND ECONOMIC IMPACT

NMJC belongs to this community as much as it serves it — deepening civic life, expanding access to culture and learning at every age, and anchoring the long-term vitality of the region. NMJC will partner with the community to expand lifelong learning, civic engagement, and cultural enrichment—including the College's museum---supporting economic development and enhancing the quality of life in Southeast New Mexico.

Alignment: HLC Criteria 1.B, 1.C, 2.B, 2.D, 3.B, 3.D, 4.A

Objective 5.1: Expand Lifelong Learning, Community Programs and Activities

Strategic Actions	Performance Measures
1. Expand the number of public exhibitions, performances, and programs hosted by NMJC and the Museum.	1. 3% increase in community attendance at public exhibitions, performances hosted by NMJC and the Museum by 2029; 5% increase by 2031.
2. Expand current school and community partnerships and hands-on learning opportunities.	2. 2% increase in current school and community partnerships and hands-on learning opportunities annually.
3. Expand and increase K-12 summer camps including STEM pipeline programs, to engage more youth throughout the academic calendar.	3. An 2% annual increase in students participating in NMJC summer programs and a 2% annual increase in pipeline programs and summer camps for youth.

Objective 5.2: Strengthen K-12 Partnerships

Strategic Actions	Performance Measures
1. Create intentional dual enrollment recruitment pipelines from partner high schools to postsecondary enrollment.	1. Average 10% increase in dual enrollment matriculation from partner high schools.
2. Provide regional educators K-16 pathway information.	2. Implement a communication plan to intentionally share K-16 pathway information and opportunities with regional educators.
3. Partner with K-12 schools to provide experiences aligned to curriculum (e.g., Staked Plains, BEST Robotics, Automotive Competition).	3. Expand current curriculum-aligned event opportunities by two over the next 5 years

New Mexico Junior College
Strategic Plan 2026-2031
Strategic Goals, Objectives & Measures

Objective 5.3: Enhance Civic Engagement, Regional Impact, and Cultural Vitality

Strategic Actions	Performance Measures
1. Promote civic engagement and volunteerism across campus.	1. Establish Baseline and tracking mechanism by 2027, 3% annual increase in service hours contributed by students, faculty, and staff.
2. Document and communicate the college's cultural and educational contribution as part of NMJC's overall regional impact story.	2. Annual economic impact study published demonstrating value to region.
3. Implement a comprehensive economic impact and talent retention strategy to increase NMJC's measurable contribution to regional income, employment, and workforce productivity.	3. 5% increase in NMJC's total economic impact (added income) from the \$203.7M baseline.

New Mexico Junior College
Strategic Plan 2026-2031
Implementation and Accountability

Governance Structure

NMJC will maintain a clearly defined governance structure to ensure strategic oversight, shared accountability, and effective implementation across all levels of the institution:

- **Board of Trustees:** Approve strategic plan, monitor progress, ensure fiduciary responsibility.
- **President's Executive Cabinet:** Oversee implementation, allocate resources, ensure cross-functional coordination.
- **Strategic Planning Committee:** Monitor metrics, facilitate annual review, recommend adjustments.
- **Division/Department Leaders:** Develop operational plans, track progress, report outcomes.

Assessment and Reporting Cycle

NMJC will employ a structured assessment and reporting cycle to ensure transparency, accountability, and continuous improvement across all strategic initiatives:

- **Annual Review:** An assessment to evaluate progress and refine goals, actions, and measures. A public report will be submitted to leadership and the Board by June 30 of each year.
- **Full Review (Year 5):** Comprehensive evaluation with community input submitted to the NMJC leadership and Board by June 30, 2031.

Resource Allocation

Strategic plan will guide annual budget development with priority funding for:

- Student success initiatives and support services
- Faculty and staff professional development
- Technology and infrastructure modernization
- Program development in high demand fields.
- Community partnerships and engagement activities

Data-Informed Decision Making

NMJC will maintain robust data systems to support continuous improvement:

- Integrated data warehouse with real-time dashboards
- Predictive analytics for enrollment management and student success
- Disaggregated data analysis to identify and address equity gaps.
- Benchmarking against peer institutions and national standards
- Regular climate surveys for students, faculty, staff, and community

New Mexico Junior College
Strategic Plan 2026-2031
Environmental Scan: Southeast New Mexico Context

Regional Economic Landscape

Southeast New Mexico's economy is characterized by:

- **Energy Sector Dominance:** Oil and gas production remains strong, providing significant revenue but creating boom-bust vulnerability.
- **Diversification Imperative:** State and regional priorities emphasize economic diversification into renewable energy, advanced manufacturing, aerospace, and biosciences.
- **Workforce Shortages:** Growing demand for skilled workers across multiple sectors
- **Infrastructure Challenges:** Ongoing needs for broadband, transportation, and site-readiness for business development
- **Demographic Shifts:** Relatively stagnant population growth, aging workforce, need for talent attraction and retention

Opportunities for NMJC

1. **Energy Transition:** Position as training hub for both traditional and renewable energy sectors
2. **Healthcare Expansion:** Meet growing demand for healthcare workers across rural regions.
3. **Advanced Manufacturing:** Support emerging advanced manufacturing and technology industries.
4. **Border Economy:** Leverage proximity to Mexico for logistics/supply chain programs.
5. **Rural Development:** Serve as anchor institution for rural economic and community development.

Strategic Imperatives

- Maintain nimble, responsive program development aligned with rapidly evolving industry needs.
- Invest in technology and infrastructure to compete for students and support remote/hybrid learning.
- Build strategic partnerships with employers, economic development entities, and educational institutions.
- Support workforce reskilling as the economy transitions from resource extraction to diversified base.
- Address affordability and accessibility barriers for students from low-income and rural backgrounds.

New Mexico Junior College
Strategic Plan 2026-2031
HLC Criteria Alignment Summary

<u>HLC Criterion</u>	<u>Aligned Strategic Goals</u>
Criterion 1: Mission	
1.A Mission Alignment	Goal 1 (Access & Success)
1.B Mission and Public Good	Goal 4, 5 (Workforce Development, Community Impact)
1.C Mission and Diversity	Goals 1, 4, 5 (Access & Success equity focus, Workforce Development, Community Impact)
Criterion 2: Integrity	
2.A Integrity	Goal 3 (Sustainability)
2.B Transparency	Goals 2, 4, 5 (Excellence assessment, Workforce Development, Community Impact)
2.C Board Governance	Goal 3 (Sustainability)
2.D Academic Freedom	Goal 2 (Excellence)
2.E Knowledge Acquisition	Goal 2 (Excellence)
Criterion 3: Teaching & Learning	
3.A Educational Programs	Goal 2 (Excellence)
3.B Intellectual Inquiry	Goals 2, 4, 5 (Excellence, Workforce Development, Community Impact)
3.C Faculty and Staff	Goal 3 (Sustainability - HR focus)
3.D Student Support	Goals 1, 4, 5 (Access & Success, Workforce Development, Community Impact)
3.E Assessment	Goal 2 (Excellence)
3.F Program Review	Goal 2 (Excellence)
3.G Student Success Outcomes	Goal 1 (Access & Success)
Criterion 4: Sustainability	
4.A Administrative Structures	Goal 3, 4, 5 (Sustainability, Workforce Development, Community Impact))
4.B Resource Base	Goal 3 (Sustainability)
4.C Planning	Goals 1, 3 (Access & Success, Sustainability)

New Mexico Junior College
Strategic Plan 2026-2031
Conclusion

This strategic plan positions New Mexico Junior College for transformative growth and sustained excellence through 2030. By maintaining our commitment to student success while expanding our capacity to serve the evolving needs of Southeast New Mexico, NMJC will strengthen its role as an essential educational and economic anchor for the region.

Success will require:

- Institutional commitment to continuous improvement and innovation
- Collaborative leadership across all levels of the organization
- Data-informed decisions guided by evidence and best practices.
- Strategic investments in people, programs, and infrastructure
- Community partnerships that multiply impact and resources
- Accountability to students, stakeholders, and the communities we serve.

Through dedicated implementation of this plan, NMJC will fulfill its mission to promote success through learning for all students and serve as a catalyst for educational attainment, workforce development, and regional prosperity.

NEW MEXICO JUNIOR COLLEGE

Office of the President

To: New Mexico Junior College Board Members
From: Interim President Cathy Mitchell
Date: July 16, 2026
Re: Adoption of the NMJC Campus-wide Facilities Master Plan

Recommendation

It is recommended that the Board of Trustees adopt the **New Mexico Junior College Campus-wide Facilities Master Plan** as the College's guiding document for future campus development, facility improvements, infrastructure investments, and capital planning.

Background

The Campus-wide Facilities Master Plan was developed through a comprehensive planning process that included facility and infrastructure assessments, stakeholder engagement, and alignment with NMJC's Strategic Plan. The plan establishes a long-term framework for guiding the growth, modernization, and stewardship of the College's physical assets.

The plan is designed to support informed decision-making and ensure that future investments enhance the student experience, strengthen workforce development programs, improve infrastructure resiliency, and preserve opportunities for future growth. It emphasizes both strategic reinvestment in existing facilities and thoughtful planning for new development.

Purpose

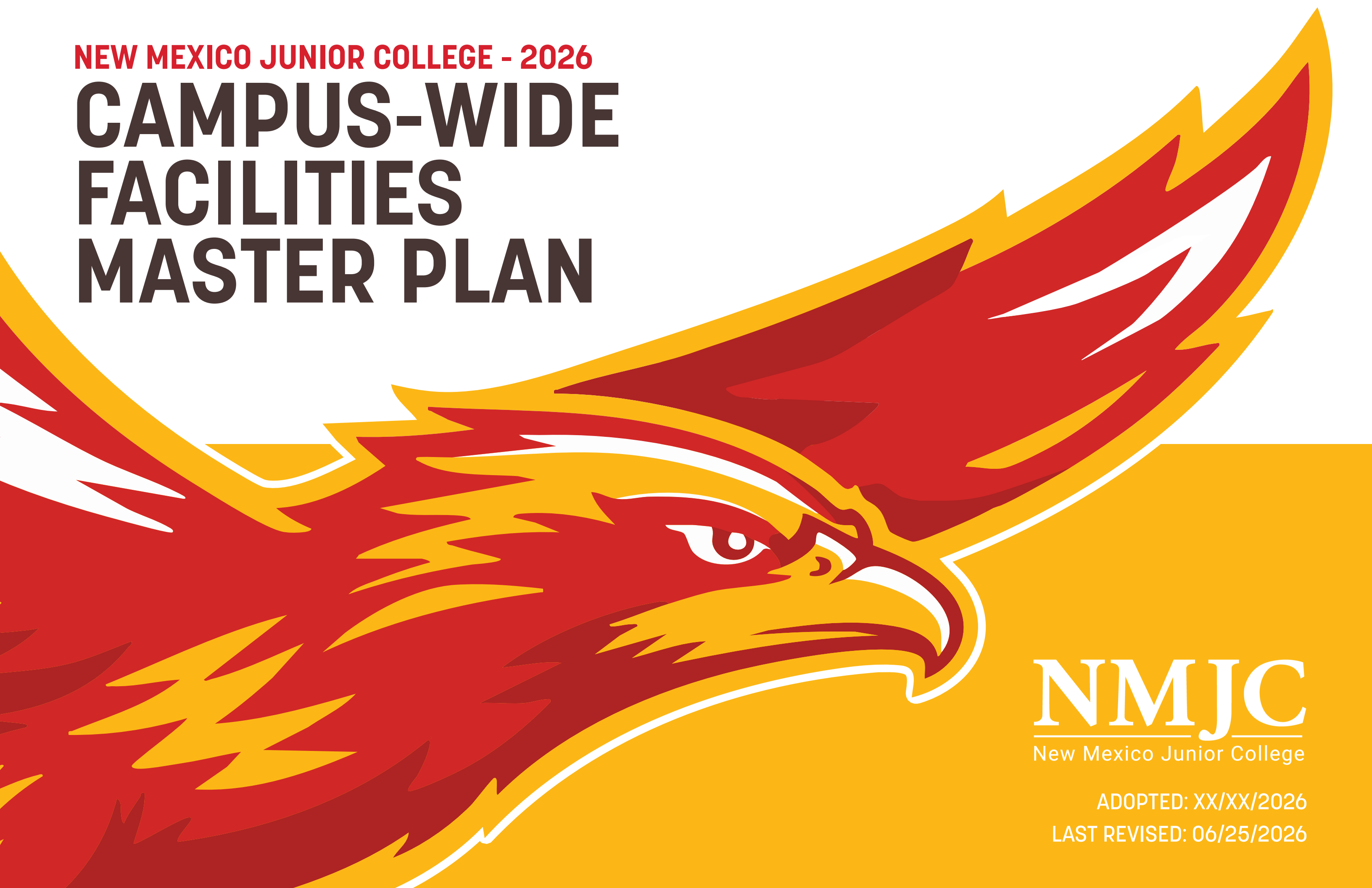
The Facilities Master Plan provides a clear, flexible roadmap for advancing NMJC's mission while supporting student success, operational efficiency, and long-term sustainability. As a living document, it will guide future campus planning and investment decisions while allowing the College to adapt to changing needs and opportunities.

Requested Action

Motion: Move to approve and adopt the New Mexico Junior College Campus-wide Facilities Master Plan as the official framework for future campus development, facilities planning, and capital improvement initiatives.

NEW MEXICO JUNIOR COLLEGE - 2026

CAMPUS-WIDE FACILITIES MASTER PLAN



NMJJC
New Mexico Junior College

ADOPTED: XX/XX/2026

LAST REVISED: 06/25/2026



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ACKNOWLEDGMENTS

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1. Planning Foundations

Understanding the purpose, process, and context that shaped this master plan.

The recommendations and priorities contained in this master plan are grounded in a comprehensive understanding of NMJC's campus, facilities, infrastructure, and institutional priorities. The pages that follow summarize the planning process, stakeholder engagement efforts, existing conditions, facility assessment, and infrastructure considerations that collectively informed the development of this plan.



1. A. EXECUTIVE SUMMARY

The New Mexico Junior College (NMJC) Campus-wide Facilities Master Plan establishes a long-term framework for guiding the physical development, investment, and stewardship of the NMJC campus. It is intended to help the College make informed decisions about buildings, infrastructure, open spaces, circulation, land use, and future capital priorities. Rather than functioning as a fixed construction program, the master plan provides a shared point of reference; it helps ensure that individual projects and day-to-day decisions contribute to a larger, coordinated direction for the campus.

NMJC has grown and evolved over many decades in response to changing academic programs, workforce needs, student expectations, funding opportunities, and regional partnerships. That growth has produced a campus with important strengths, including a recognizable Academic Core within Thunderbird Circle, significant land resources, a well-established community presence, and specialized academic and workforce development program areas that support the College's overall mission. At the same time, continued growth requires careful coordination. Facilities must remain useful and adaptable, infrastructure must support and be well prepared for any future demand, campus areas must be connected (especially as they grow outward), and investments must be made in a way that continuously supports both immediate needs and long-term value.

This master plan responds to those needs by organizing campus priorities into a clear and usable framework. It begins with a long-term vision for the campus, supported by Guiding Principles that describe the values and priorities that should shape future improvements. It then translates that direction into Objectives & Considerations that can be used to evaluate decisions over time. Finally, it identifies Priority Projects that represent the most important physical actions and investments currently anticipated. These components create a practical bridge between institutional goals and the evolution of the campus.

This master plan should be consulted whenever NMJC is considering a significant facility, infrastructure, site, or capital investment decision.

It can help leadership evaluate whether a proposed project supports the campus vision, advances institutional priorities in a meaningful way, strengthens the student experience, improves operational efficiency, or preserves flexibility for future needs. It can also be used to support funding requests, communicate priorities to partners and the state government, coordinate internal planning efforts, and guide discussions about project timing, phasing, and scope. In this way, the master plan is both a planning document and a tool to support decision-making.

The Priority Projects identified in the master plan address several major areas of campus need. These include reinvestment in the Academic Core (the central campus area contained within Thunderbird Circle), campus-wide infrastructure and technological improvements, continued support for the Workforce Development Division, student housing and dining investments, athletic facility improvements, and other longer-term strategic opportunities such as future redevelopment sites, large-scale circulation improvements, alternative energy, and potential program expansion. Some projects are near-term priorities, while others are intended to preserve a range of options for the future. Their inclusion does not guarantee implementation; instead, it establishes a coordinated basis for evaluating when and how projects should move forward.

Implementation will require careful, ongoing judgment. Conditions will change, funding will shift, and new opportunities or challenges will emerge. For that reason, success should not be measured only by whether every project listed in this document is completed. Success also means using the master plan to ask the right questions before decisions are made. Does a project address a real need? Does it support the College's mission? Does it strengthen the campus as a whole? Is it the best use of available resources? These questions are central to the role of the plan.

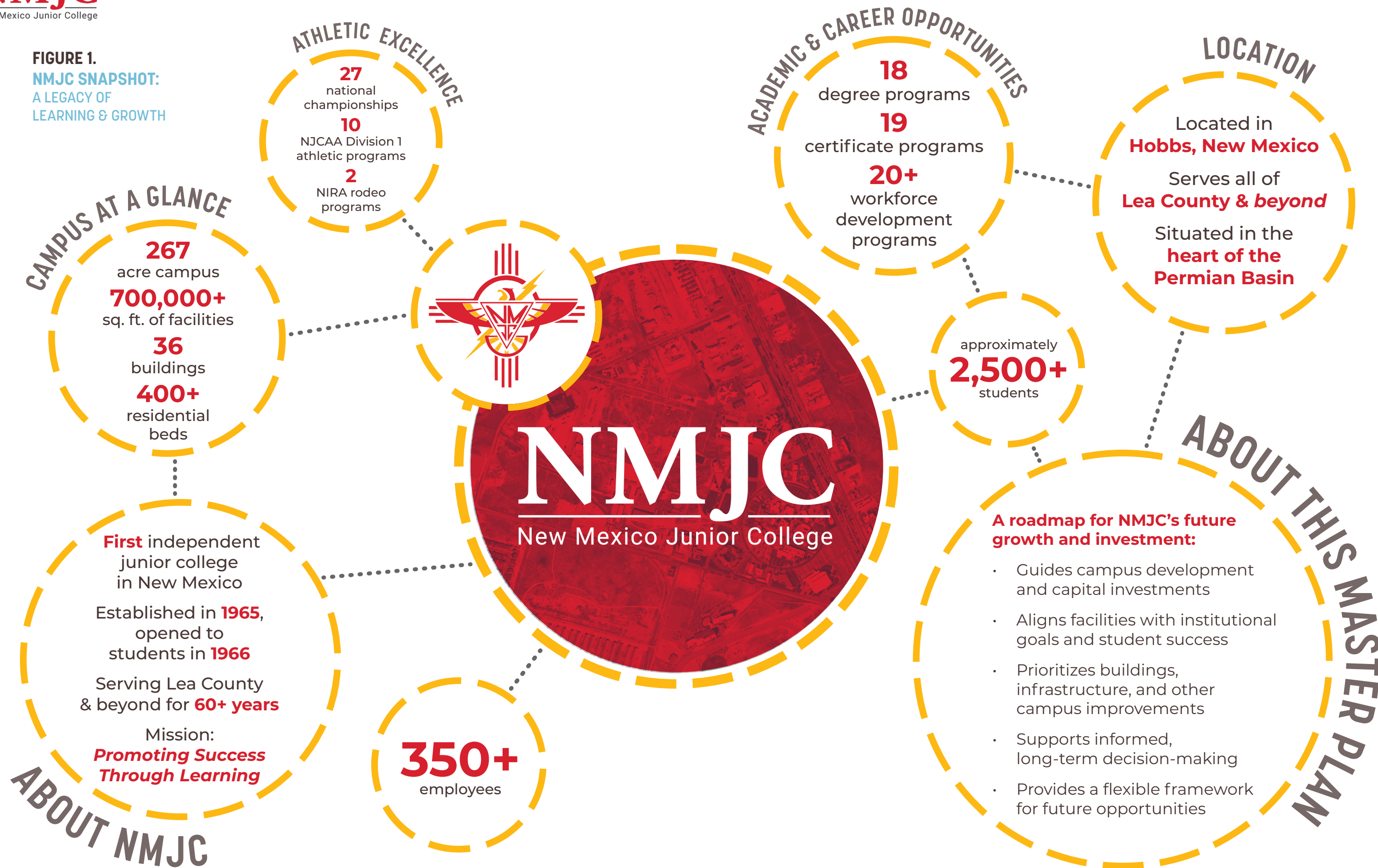
This master plan also recognizes that stewardship is as important as growth. Renovating and modernizing existing facilities, improving infrastructure reliability and capacity, strengthening campus identity, and maintaining a safe and welcoming environment are all critical to the long-term success of the campus. New construction may be appropriate in some cases, but the plan also emphasizes thoughtful reinvestment, better utilization of existing assets, and incremental improvements that can create meaningful benefits over time.

NMJC has served its community for more than 60 years. The institution's longevity and positive reputation are a reflection of the many things it has done well over that time. This master plan is not intended to reinvent the way the College operates, but rather to build upon the strengths, practices, and relationships that have contributed to its success. By maintaining what works and capitalizing on long-standing strategies, this master plan helps ensure NMJC can continue its role as a trusted educational institution and valued community asset for many years to come.

Because the campus and the institution will continue to evolve, this master plan is intended to remain a living document. It includes a governance and amendment framework so that updates can be made transparently and at the appropriate level of review. This allows the plan to remain useful without becoming rigid or stagnant, while also protecting the integrity of the long-term vision established through the planning process that initially informed this plan.

Ultimately, the Campus-wide Facilities Master Plan provides NMJC with a clear but flexible path forward. It gives campus leadership and decision-makers a common framework for understanding where the campus is headed and how future improvements should be evaluated. Used consistently, the master plan can help NMJC make thoughtful investments, strengthen the campus experience, support student success, and continue building a physical environment that reflects the College's mission, identity, and role in southeastern New Mexico.

FIGURE 1.
NMJJC SNAPSHOT:
A LEGACY OF
LEARNING & GROWTH





1. B. PLANNING PROCESS

The planning process for the NMJC Campus-wide Facilities Master Plan began in July 2025 in response to both a state expectation and an institutional need to reassess the direction of the physical campus. The New Mexico Higher Education Department (NMHED) encourages colleges and universities to maintain an updated master plan on a five-year cycle in order to pursue supplemental capital funding and project approvals. NMJC’s previous comprehensive plan was completed in 2019, with targeted addendums prepared in 2021 and 2024. While those updates allowed the College to address specific needs as they arose, they did not fully revisit the broader vision for the campus. As a result, NMJC identified the need for a complete and cohesive update that reflects current conditions, aligns with evolving priorities, and establishes a clear and coordinated path forward.



This master plan is intended to serve as the primary guide for the physical development of the NMJC campus over the coming years. It provides a framework for how buildings, open spaces, infrastructure, and circulation systems should evolve to support the College’s mission. The plan is not limited to identifying projects. It explains how those projects relate to one another, why they are needed, and how they can be implemented in a way that is both practical and aligned with long-term goals. By doing so, it creates a clear connection between day-to-day decision-making and the broader strategic direction of the institution.

A key objective of this effort is to move beyond high-level visioning and provide a more actionable roadmap. Previous planning efforts established strong ideas about the future of the campus, many of which remain relevant today. This plan builds on that foundation by translating those ideas into a series of projects that can be realistically pursued. It considers how projects align with state funding cycles, how they can be phased over time, and how each investment contributes to a larger, coordinated outcome. This approach allows NMJC to better position itself when seeking funding and approvals, while also ensuring that progress can be made in a steady and deliberate manner.

The planning process was structured to ensure that the final document reflects the needs, priorities, and experiences of the NMJC community. Dekker, a multidisciplinary architecture, planning, and design firm headquartered in Albuquerque, New Mexico, led the planning effort in close coordination with campus leadership. From the outset, there was an emphasis on maintaining consistent communication and creating opportunities for input at multiple stages of the process. This approach ensured that the plan is grounded in the realities of the campus and informed by those who use it every day.



A project Steering Committee was established to guide the process and provide ongoing input. This group included representatives from various departments across the College and served as a direct link between the consultant team (Dekker) and the broader campus community. The Steering Committee met regularly with the planning team through biweekly virtual meetings. These sessions were used to review progress, discuss emerging ideas, and provide direction on key decisions. Outside of these scheduled meetings, communication remained active through email and phone, allowing for timely feedback and additional coordination as needed.

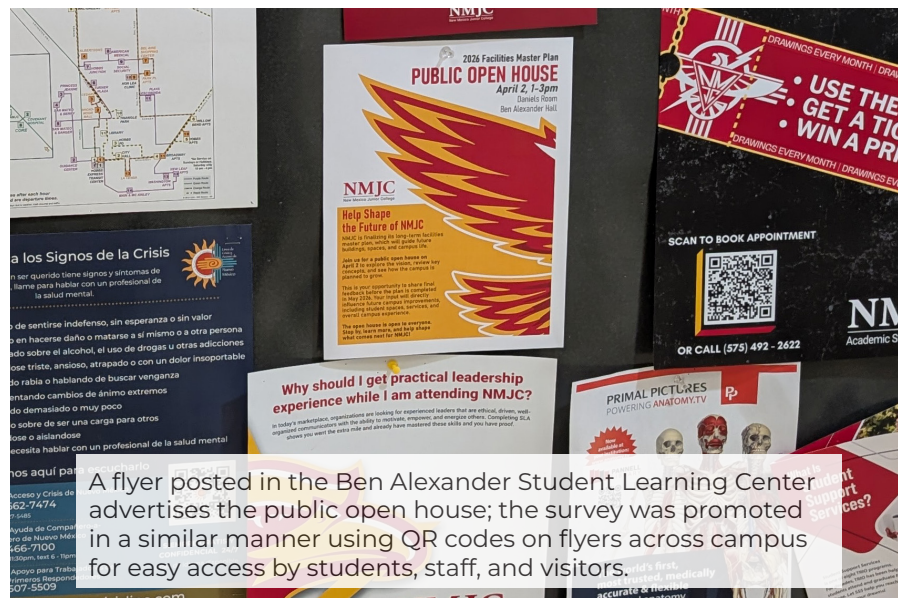
In addition to these regular meetings, two in-person workshops with the Steering Committee played a central role in shaping the plan. The first workshop, held on September 24, 2025, focused on establishing a shared understanding of campus priorities. Participants identified key needs, discussed opportunities for improvement, and helped define the overall direction that the master plan should take. This session provided a foundation for the work that followed by aligning the planning effort with the general goals of the institution.

The second workshop, held on January 22, 2026, shifted the focus toward testing and refining the development framework. By this stage, the consultant team had translated earlier input into a series of concepts and strategies. The workshop provided an opportunity to review these ideas in detail, evaluate how well they addressed identified needs, and make adjustments where necessary. This step ensured that the plan remained both ambitious and grounded in practical considerations.

Engagement extended beyond the Steering Committee to include other campus leadership, students, and the community. On March 12, 2026, the consultant team presented key elements of the draft plan to the NMJC Board of Directors. This presentation allowed leadership to review the direction of the plan, ask questions, and provide feedback well before the planning process advanced towards its final phases.

A public open house followed on April 2, 2026, held in the Ben Alexander Student Learning Center. This event invited participation from students, faculty, staff, and community members, creating an open forum to review elements of the plan and share input.

To further broaden participation, an online survey was conducted from February 3 through February 17, 2026. The survey gathered feedback from students, staff, and visitors regarding how they use the campus, which areas they frequent most often, and what improvements they would like to see. This input provided valuable insight into daily patterns of use and helped identify both strengths and areas for improvement. These engagement efforts ensured that the plan reflects a wide range of perspectives and is rooted in the lived experience of the campus community and its regular users.



A flyer posted in the Ben Alexander Student Learning Center advertises the public open house; the survey was promoted in a similar manner using QR codes on flyers across campus for easy access by students, staff, and visitors.

This master plan builds upon NMJC's history of thoughtful and intentional planning. Previous efforts, including the 2019 Campus Master Plan and subsequent updates, provided important direction at key moments in time. This new plan carries forward ideas that remain relevant, refines those that require adjustment, and introduces new strategies that respond to current conditions. The result is a unified framework that connects past planning efforts and contemporary input with a clear vision for the future.

The timing of this plan is both strategic and necessary. NMJC is operating in a period of change that presents both opportunity and uncertainty. Statewide initiatives supporting higher education have increased access and created new momentum for enrollment. At the same time, the regional economy, influenced in large part by the oil and gas industry, can shift quickly. These conditions require a planning approach that is both forward-looking and adaptable. This master plan is designed to provide that balance by establishing clear priorities while allowing for flexibility in how and when projects are implemented.

A central role of this document is to support decision-making at all levels of the institution. Campus leadership is tasked with making complex decisions about investments, priorities, and long-term direction. This plan provides a consistent framework to guide those decisions. The objectives outlined in the document are intentionally broad so they can remain relevant as conditions change. The planning considerations that support those objectives are practical and flexible, allowing NMJC to easily respond to new opportunities or challenges without losing focus on its overall direction.

Beyond its role in capital planning, the master plan contributes to the overall quality and character of the campus environment. It provides guidance for creating spaces that are accessible, safe, and supportive of student success. It considers how buildings and open spaces work together to create a cohesive and welcoming campus. It also supports improvements to infrastructure and circulation systems, helping to ensure that the campus functions efficiently as it grows and evolves.

The plan reinforces NMJC's role within the region by supporting opportunities for partnership. As the College continues to serve southeastern New Mexico and beyond, its campus must be able to respond to the needs of local industries, educational partners, and community organizations. This master plan helps position NMJC to meet those needs by encouraging its physical development to remain flexible & adaptable.

This document balances both a desire for continuity and the potential value a new direction may provide. It acknowledges the strong foundation established by previous planning efforts while charting a clear course for the future. It establishes a shared vision for how the campus should grow and change, while also providing the tools and support needed to turn that vision into reality. As a living document, it is intended to be revisited and updated over time, ensuring that it remains relevant as NMJC itself continues to evolve.

Through this process, NMJC has developed a plan that is grounded in input, aligned with institutional goals, and focused on implementation. It provides a clear and defensible strategy for campus development, supports the College's ability to secure funding and approvals, and serves as a reliable guide for informed and cumulative decision-making in the years ahead.





1. C. EXISTING CONDITIONS

NMJC occupies an approximately 267-acre campus located entirely within the northwestern portion of the City of Hobbs, although the campus itself is not part of the City’s jurisdiction. The campus has grown steadily since opening in 1966 and today reflects decades of expansion that responded to program needs as they emerged. While these years of expansion allowed the College to add necessary facilities and programs over time, it also resulted in a layout that developed incrementally rather than through a single organizing framework. Understanding how the campus has evolved provides an important foundation for the planning decisions outlined in the remainder of this master plan.

The physical organization of the campus centers around Thunderbird Circle, a circular loop road that contains many of the College’s primary instructional buildings, administrative offices, and student services. Academic facilities are arranged almost entirely within this core area, with parking largely positioned along the interior edges of Thunderbird Circle. Beyond the roadway, additional program areas extend outward, including student housing, athletics, workforce training facilities, maintenance areas, and other specialized program spaces. This pattern reflects how facilities were added over time, needing to take up space outside Thunderbird Circle, as the College expanded its academic offerings, athletic programming, and workforce development programs.

Today, NMJC serves roughly 2,000 to 3,000 students each semester, a number that has remained relatively consistent in recent years, while still showing modest growth. The College continues to balance traditional academic programs with workforce-focused education that responds to regional industry needs. The College has maintained strong connections with the City of Hobbs and the greater Lea County community, providing career and technical training, continuing education opportunities, and partnerships that significantly support the regional economy. These enrollment patterns and program priorities influence

how facilities are used and where future investments may be needed to support evolving and essential educational delivery.

Campus development is also shaped by the broader capital planning framework for all higher education in New Mexico. NMHED reviews and approves capital projects for public institutions across the state, and colleges must maintain an updated facility master plan to be eligible for state capital funding. The specific priorities identified in this plan help guide and support NMJC’s capital requests and ensure that campus improvements align with statewide funding and approval processes.

Travel throughout campus currently relies heavily on personal vehicle use and surface parking areas. The area within Thunderbird Circle does offer some relatively safe and convenient pedestrians access between the core academic buildings. However, many destinations outside the circle are separated by roads, parking lots, or large distances. Some pathways are informal or inconsistently defined, and wayfinding for visitors can be difficult. At the same time, the campus benefits from significant land availability (especially to its west) and a relatively open layout that allows circulation options to be easily improved over time.

These existing conditions present both opportunities and challenges for future campus planning. The central Academic Core provides a strong foundation for organizing campus life and represents a logical focus for near-term investment. At the same time, the surrounding vacant land and recent land acquisitions provide significant flexibility for future growth. This amount of available land is rare among higher education institutions, and having so much developable property located contiguous to the existing campus is a major asset that positions NMJC well for long-term expansion and future investment.

At the same time, the campus’s incremental pattern of development over many decades has resulted in some fragmented circulation, dispersed facilities, and underutilized areas that limit operational efficiency and campus connectivity. These conditions are not

unusual for an institution that has evolved over time in response to changing needs and opportunities. However, they represent important considerations that should be addressed through future planning and investment decisions.

Recognizing both the opportunities and constraints present today is essential for identifying strategic improvements that strengthen connectivity, enhance the student experience, improve campus functionality, and support the long-term organization of the campus. With a comprehensive planning process now in place, NMJC has the opportunity to take a longer-term view of campus development, address existing challenges, better integrate future growth areas, and reduce the likelihood of similar inefficiencies emerging over time.

A more detailed analysis of facilities, infrastructure, circulation, and campus systems is included in the appendices of this master plan.

FACILITY INDEX

EXISTING FACILITIES

- 1. Western Heritage Museum
- 2. Watson Hall
- 3. Mansur Hall
- 4. John Shepherd Admin. Building
- 5. Ben Alexander Student Learning Center
- 6. Pannell Library
- 7. Heidel Hall
- 8. Caster Activity Center
- 9. McLean Hall
- 10. Central Plant
- 11. Mary Hagelstein Instructional Arts Center
- 12. Don Whitaker Automotive and Technology Center
- 13. Greenhouse
- 14. Harold Runnels Residence Hall
- 15. Glen & Rosemary Houston Thunderbird Hall
- 16. John Watson Student Apartments
- 17. Carroll Leavell Student Apartments
- 18. Maintenance Building
- 19. Bob & Bonnie Moran Hall
- 20. Driving Range
- 21. Ray Birmingham Thunderbird Baseball Field
- 22. Concession Stand

- 23. Track Field
- 24. Field House
- 25. Larry Hanna Work Force Development Center
- 26. Dan Berry Rodeo Arena
- 27. Don Bratton Bldg 1
- 28. Don Bratton Bldg 2
- 29. Don Bratton Bldg 3
- 30. Don Bratton Bldg 4
- 31. Steve McCleery Industrial Training Center
- 32. Transportation Safety Training Center
- 33. Auction Warehouse
- 34. Baseball Field House
- 35. Equine Building
- 36. Caster Annex
- 37. Tennis Courts
- 38. Sand Volleyball Area
- 39. Allied Health Building
- 40. Golf Facility
- 41. Track Storage Building

NEAR-FUTURE FACILITIES

- A. Equine Education Center
- B. Rodeo Arena Expansion
- C. Agricultural Education Facility
- D. Green House Building
- E. Future Student Housing
- F. Future Cafeteria

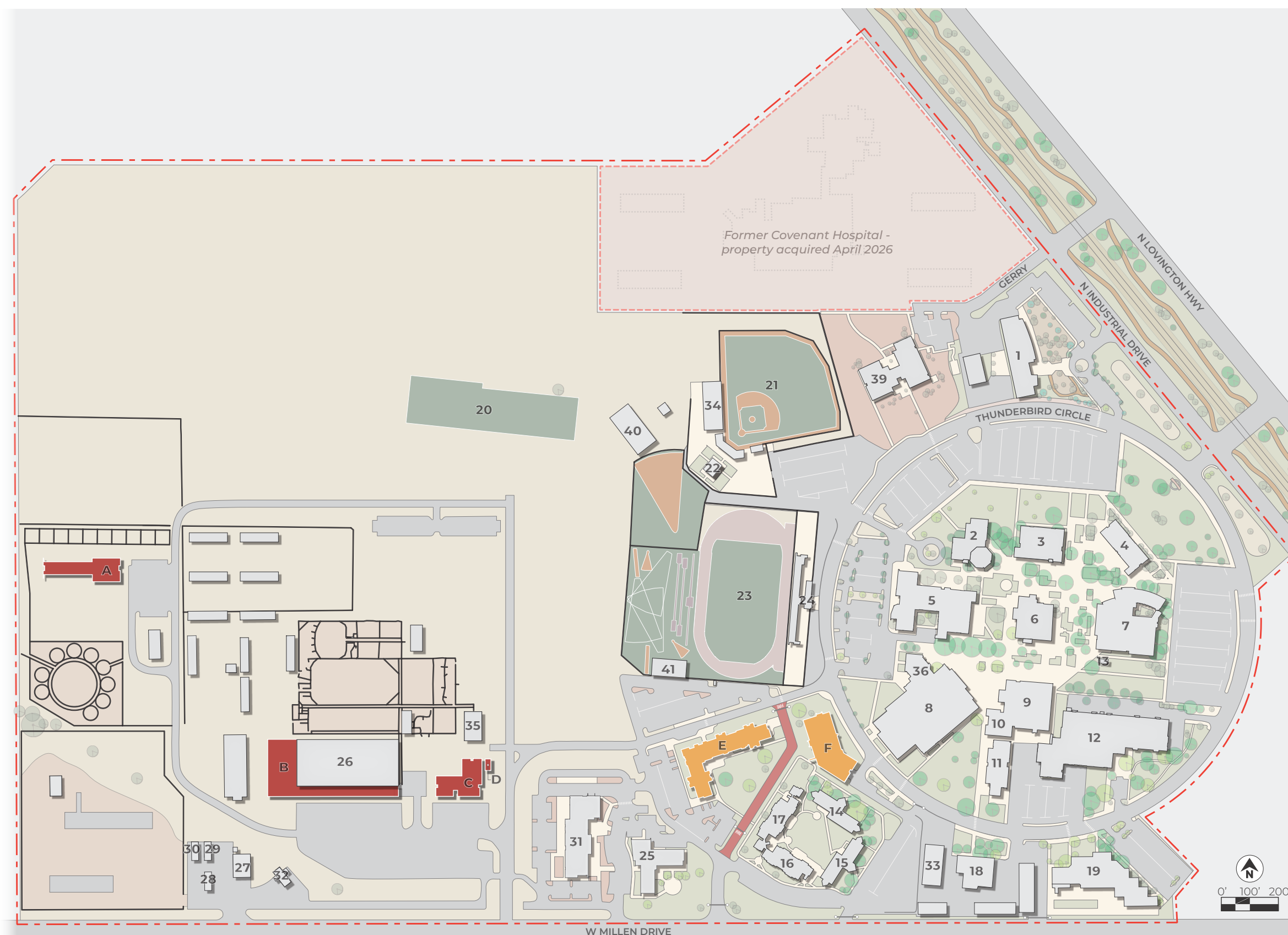
FIGURE 2.
EXISTING CAMPUS

LEGEND

- NMJC Planning Boundary
- Existing Buildings
- Athletic Field/Outdoor Facility
- Fmr. Covenant Hospital ¹
- Parking Lots & Roadways ²

FACILITIES IN DESIGN/CONSTRUCTION³

- Student Housing/Cafeteria
- Rodeo/Equine
- Controlled Access Fire Lane



¹ Property acquired by NMJC in April 2026. The property is included within the planning boundary to allow evaluation of long-term development opportunities and campus expansion scenarios. Existing structures on the site are anticipated to be demolished in the coming years, following completion of the acquisition process, ultimately creating a largely blank slate for future development. Existing building footprints are shown with dotted outlines for reference and context only and are not intended to represent future conditions.

² Represents existing roadways and parking areas, as well as conceptual locations for near-term roadway and parking improvements anticipated shortly after completion of this document. These elements are shown for illustrative purposes only to convey anticipated campus circulation and layout. Final designs have not yet been completed.

³ Projects currently in design or anticipated for near-term construction are represented as existing conditions in this document. These projects are approved and either under construction or in design, and are included because they are foundational to the campus framework. This document focuses on future, unapproved projects and how they integrate into the evolving campus. Building footprints, road layouts, and site details shown are conceptual, but reflect the general size, scale, and layout anticipated for implementation, and remain subject to change.



1. D. FACILITIES ASSESSMENT

As part of the master plan process the consultant team, composed of Dekker and Bridgers & Paxton Consulting Engineers, completed a comprehensive facilities assessment to better understand the current condition of campus buildings and identify future maintenance, renovation, and replacement needs. The assessment evaluated the physical condition of campus facilities, identified any major deficiencies, and estimated the investment needed to address those deficiencies over time. The full facilities assessment can be found in Appendix A of this plan.

The assessment was conducted through a combination of building inspections, field observations, and coordination with NMJC staff and facilities personnel who are most familiar with the existing facilities. Building systems, interior and exterior conditions, accessibility, life safety considerations, and major mechanical, electrical, plumbing, and technology systems were reviewed to identify existing issues and anticipated capital needs.

A key outcome of the assessment is the calculation of a Facility Condition Index (FCI) score, a commonly used metric that helps compare the condition of buildings across a campus. In simple terms, the FCI compares the estimated cost of needed repairs to the estimated cost of replacing the building entirely. For example, a building with an FCI of 0.10 would require repairs equal to roughly 10 percent of the would-be cost of replacing the building, while a building with an FCI of 0.50 would require repairs equal to roughly 50 percent of replacement cost. Lower scores indicate buildings in better condition, while higher scores indicate greater investment needs. According to the assessment methodology, FCI scores below 0.50 are considered excellent, scores between 0.50 and 0.60 are considered good, scores between 0.60 and 0.70 are satisfactory, and scores above 0.70 indicate facilities with significant deficiencies and substantial capital needs. When a facility greatly exceeds a score of 0.70 it becomes more logical to explore replacement scenarios rather than simple improvements.

Several campus facilities were not assigned FCI scores as part of this assessment. Buildings that have recently undergone major renovations, are currently under renovation, or are in active design for substantial improvements were excluded because evaluating them would provide limited value and could produce results that quickly become outdated. These facilities are generally considered to be in adequate condition for the foreseeable future and are not expected to require significant capital investment beyond routine maintenance. Examples include Watson Hall, Heidel Hall, McLean Hall, and several other facilities that have recently been renovated or are currently being improved.

Overall, the assessment found that NMJC’s facilities are generally in great condition, with all evaluated buildings receiving FCI scores that fall within the “excellent” range of the rating system. Most identified needs relate to building systems, roofing, accessibility improvements, aging finishes, deferred maintenance, and ongoing modernization efforts rather than major deficiencies. Several newer facilities, including the student apartments and the Larry Hanna Workforce Development center, achieved particularly low FCI scores, indicating relatively limited near-term capital needs. Older facilities generally scored somewhat higher, reflecting the increased maintenance and system replacement requirements that naturally occur as buildings age, but remain well within acceptable ranges for the time being.

The facilities assessment serves as a critical foundation for the master plan. The findings help identify which facilities should be prioritized for renovation, modernization, and major system replacement over time, while also confirming that many existing facilities remain viable long-term assets for the College. Rather than indicating a need for widespread facility replacement, the assessment supports a strategy focused on targeted reinvestment, ongoing maintenance, and phased modernization efforts that extend the useful life of campus buildings and ensure they continue to support NMJC’s educational mission for decades to come.

TABLE 1. FACILITY CONDITION INDEX (FCI)

FACILITY NAME	FCI
Grey cells indicate facilities not evaluated, therefore they have no FCI score.	
Watson Hall	-----
Mansur Hall	-----
John Shepard Administration Building	-----
Ben Alexander Student Learning Center	0.18
Pannell Library	0.15
Heidel Hall	-----
McLean Hall	-----
Central Plant Building	0.21
Mary Hagelstein Instructional Arts Center	-----
Don Whitaker Automotive Technology Center	0.22
Harold Runnels Residence Hall	0.19
Glen & Rosemary Houston Thunderbird Hall	0.18
John Watson Student Apartments	0.05
Carroll Leavell Student Apartments	0.07
Maintenance Building	0.13
Bob & Bonnie Moran Hall	-----
Larry Hanna Workforce Development Center	0.03
Western Heritage Museum	0.13

1. E. FACILITIES & INFRASTRUCTURE

1. E. I. ENERGY SYSTEMS

ELECTRICITY

NMJC is supplied electricity by Xcel Energy. The primary electrical interface is located near the Central Plan, with underground ducts distributing power outward. In legacy areas of the campus, circuits also radiate from a meter near the original main entrance. Future improvements should ensure looped electrical circuits for redundancy and integrate all sectors of the campus into a unified grid.

NATURAL GAS

Zia Natural Gas provides natural gas through metered feeds positioned at key points, including the Central Plant. Systems are planned or already sized to support boiler systems for both heating and the Central Plant functions. Integration across the campus is feasible, but routing and capacity need continuous assessment to ensure coverage for future building phases.

TELECOMMUNICATIONS

Telecommunications are provided by Windstream, terminating at main distribution points. Campus-wide connectivity is achieved through underground duct systems, which run parallel to other utilities for efficient access and maintenance. These ducts are designed to accommodate future bandwidth needs and network expansion as NMJC integrates more digital learning and administrative systems.

TECHNOLOGY DISTRIBUTION

Fiber network distribution originates in a main campus tunnel and spans to all buildings. Conduit includes single- and multi-mode fiber via 2-inch PVC in Quazite boxes. Damage and crushed infrastructure exist, especially near the Equestrian and Sports campuses, which lack traffic-rated components and face reliability issues.

1. E. II. CENTRAL PLANT

From its inception, NMJC has operated a Central Plant that generates and distributes chilled water and steam to campus buildings. Located near McLean Hall, the facility uses electric-driven chillers and gas-fired steam boilers. This central system remains the primary method for climate control across campus, offering advantages in load balancing and centralized maintenance.

COOLING CAPACITY AND EXPANSION

The Central Plant includes an 800-ton chiller (installed 2010) and two backup 400-ton chillers (2000, 2006). All chillers are centrifugal and use rooftop cooling towers. While functioning adequately, backup systems should be operated periodically to ensure reliability. The plant's firm capacity is 800 tons, and on peak days, it operates at 96% load. Upcoming lab renovations (e.g., Heidel Hall in 2026) will likely exceed current capacity. The distribution system supports up to 1,000 tons, allowing some room for expansion.

STEAM CAPACITY

Three fire tube steam boilers (two 400 BHP, one 300 BHP) installed in 1998 provide a firm capacity of 23,400 mbh. Boilers are in good condition despite nearing end of typical service life. Two steam-to-hot-water exchangers (2008) support 4,000 mbh at full load. Current estimated loads are 8,040 mbh (steam) and 3,200 mbh (hot water), leaving capacity for 950,000sf (steam) and 60,000sf (hot water) of additional heating.

THERMAL DISTRIBUTION SYSTEM

Thermal products, chilled water and steam, are delivered through a series of underground tunnel systems branching across campus. The primary branches serve key academic, residential, and administrative buildings. The network includes:

- ▶ Heidel Branch
- ▶ Library Branch
- ▶ Caster Branch
- ▶ Continuing Education Branch

Two significant upgrades are recommended: looping the branches and upgrading pipe sizes in undersized segments. Currently, the system operates as radial branches without redundancy. Looping, connecting the Library, Caster, and Heidel branches, as well as tying them into Continuing Education areas, would provide alternative routing in case of pipe failure and improve thermal delivery efficiency.

Where tunneling is cost-prohibitive, direct-burial piping with modern materials is a viable alternative for constructing new loop segments.

1. E. III. WATER & WASTEWATER SYSTEMS

POTABLE WATER

Potable water is provided by the City of Hobbs and is distributed through tunnel systems through-out campus facilities. The existing network can support near-term growth but should be assessed regularly for pressure, reliability, and future demand.

IRRIGATION WATER

Athletic fields and landscape zones are irrigated using well water from an NMJC-owned source.

WASTEWATER COLLECTION

The campus connects to the City of Hobbs' wastewater system. A lift station serves as the main collector, routing wastewater northwest to the regional treatment plant. Infrastructure upgrades, especially rerouting around newly developed areas, may be required as the campus densifies and expands.

1. E. IV. STORMWATER MANAGEMENT

Stormwater drainage is a major infrastructure priority due to the campus's location in a large watershed. Approximately 25 square miles of runoff from the north and west flow across NMJC's land.

EXISTING DRAINAGE PATTERNS

Much of the water currently bypasses core campus areas via surface drainage toward State Highway 18. However, low-lying zones experience temporary flooding during heavy rainfall events.



A large, stylized graphic of an eagle's head in profile, facing right. The eagle is rendered in a light gray color, with its head and neck visible. The background of the slide is white, and the eagle's head is positioned on the left side, with its neck extending towards the center. The eagle's head is composed of several curved lines, giving it a modern, abstract appearance. The eagle's eye is visible, and its beak is pointed downwards. The eagle's head is positioned on the left side of the slide, with its neck extending towards the center. The eagle's head is composed of several curved lines, giving it a modern, abstract appearance. The eagle's eye is visible, and its beak is pointed downwards. The eagle's head is positioned on the left side of the slide, with its neck extending towards the center.

2. Vision & Guiding Principles

Defining the long-term direction and values that will guide campus growth.

A successful campus evolves through a clear understanding of what it aspires to become and the values that shape future decisions. The Vision Statement and Guiding Principles establish that foundation, articulating the long-term direction, priorities, and aspirations that will guide campus development, investment, and stewardship in the years ahead.



2. A. VISION FOR THE CAMPUS

New Mexico Junior College continues to build a campus that reflects its role as a welcoming and accessible center for learning, workforce preparation, and community life. As the College evolves, the physical environment must support its mission by creating spaces that encourage learning, strengthen connections between programs, and foster a sense of belonging for students, faculty, staff, and visitors. This master plan establishes a clear direction for how the campus can grow and improve over time while remaining aligned with the College's values and other long-term goals.

The vision for the campus builds upon NMJC's mission of promoting success through learning. The College's commitment to access, responsiveness, effectiveness, and excellence is reflected not only in its academic programs but also in the environment where learning takes place. A well-planned campus supports student achievement by making facilities easy to navigate, ensuring programs are located where they function best, and providing spaces that support both formal instruction and informal collaboration. When buildings, outdoor spaces, and campus services are thoughtfully organized, the campus becomes a place where students can focus on their education and fully engage in college life.

The campus environment also plays an important role in student success beyond the classroom. Safe pedestrian pathways, visible student and administrative services, welcoming public spaces, and clear campus gateways all contribute to a campus that feels supportive and easy to use for students and visitors alike. Spaces for studying, gathering, and connecting help strengthen the sense of community that is essential for student recruitment, persistence, and retention.

By shaping a campus that is comfortable, accessible, and active throughout the day, NMJC can continue to support a diverse student population and help remove barriers that may otherwise limit opportunity.

The following Vision Statement captures the long-term direction for the campus and the role the physical environment will play in advancing NMJC's mission:

“Over the coming years, New Mexico Junior College will shape a campus environment that reflects its mission of excellence, opportunity, and community. The campus will grow intentionally, building toward the future while better incorporating vibrant learning spaces into a cohesive and accessible whole. Facilities will be designed around people, integrating academic, social, and support environments that empower every student to succeed.

Through thoughtful planning and strategic investment, the campus will prioritize flexibility, resilience, and long-term value. Each project will reinforce NMJC's identity, advance its educational goals, and foster a stronger sense of connection, belonging, and pride across the college community.”

[NOTE]: Refer to the disclaimer on page 20.



Looking ahead, the future campus is intended to be more connected, more welcoming, and better organized to support the College's programs and partnerships. Academic facilities will continue to modernize to meet evolving educational needs, while workforce development spaces will strengthen ties with regional industry and continue to deliver world-class career preparation skills. Student housing and campus life amenities will reinforce NMJC's identity as a residential and community-oriented campus. Together, these improvements will create a campus experience that supports learning, strengthens community, and positions NMJC for continued success and relevance.

2. B. GUIDING PRINCIPLES

The Vision Statement for the NMJC campus establishes the general direction for how the physical environment should evolve in the years ahead. To help shape and inform the planning process itself, a set of Guiding Principles was developed to establish the foundational ideas and priorities explored throughout this master plan. These principles reflect the broader values and aspirations identified during the early stages of the planning process and provide a high-level framework for understanding the direction NMJC seeks to pursue as the campus evolves over time.

Guiding Principles play an important role in the development of a master plan by helping organize the broader themes, opportunities, and institutional priorities identified throughout the planning process. They establish a consistent conceptual foundation that informs how campus conditions, future needs, and long-term aspirations are evaluated, discussed, and incorporated into the plan. Because they are intentionally broad in nature, the principles are not intended to prescribe specific actions or implementation measures. Instead, they help further define the overarching direction and planning perspective that shaped the development of this master plan and the more detailed recommendations that emerged from it.

The Guiding Principles presented here reflect a combination of professional campus planning practices and the priorities identified early in the planning process. Most importantly, they were shaped through workshops and discussions with the project Steering Committee, which included leadership and representatives from across the NMJC campus community. These conversations helped identify the values, priorities, and long-term aspirations that NMJC leaders see as essential to the future of the campus. The resulting principles capture that shared direction and establish the foundational framework from which the objectives, considerations, and future recommendations of this master plan were developed.



DESIGN A COHESIVE, WELCOMING CAMPUS THAT REFLECTS NMJC'S IDENTITY AND MISSION

The master plan should define a clear sense of arrival for the campus. Every entrance, walkway, and building should signal who NMJC is and what it values; excellence, opportunity, and community.



SHAPE A PEOPLE-CENTERED CAMPUS CORE THAT PRIORITIZES CONNECTION, SAFETY, AND BELONGING

The heart of the campus should be designed around people & daily campus life. Spaces should promote comfort, accessibility, & connection as central to learning and success; supporting safety, gathering, and a strong sense of belonging.



INVEST IN INTEGRATED LEARNING AND SUPPORT ENVIRONMENTS THAT EMPOWER EVERY STUDENT TO SUCCEED

NMJC's facilities should work together to support academic excellence, access, and equity. Learning spaces and student services should reinforce one another; creating flexible, future ready environments centered on student success.



BUILD FOR RESILIENCE, STEWARDSHIP, AND LONG-TERM VALUE

Every investment should strengthen the campus for future generations. Facilities and infrastructure should support responsible resource use and efficient operations; ensuring long-term value functionally, environmentally, and economically.



PLAN STRATEGICALLY, GROW INTENTIONALLY, AND MAINTAIN WHAT WORKS

Growth should reflect NMJC's mission and preserve the character of the campus. Development should occur in a coordinated and thoughtful manner; positioning the college for adaptability while maintaining what already works well.



2. C. NMJC STRATEGIC PLAN ALIGNMENT

A strong connection between the Campus-wide Facilities Master Plan and the College's Strategic plan was at the forefront of the planning process. A simultaneous effort to update the Strategic Plan resulted in the creation of the following goals:

- 1. Access and Success** - NMJC strives to provide educational opportunities that meet the needs of those who seek the education we provide. Our goal to improve access and success will assist NMJC, our students, the employers that hire our students, and the region to flourish. NMJC will meet the moment facing our community by expanding educational access and providing comprehensive support systems that enable all students to achieve their academic, career, and personal goals.
- 2. Excellence** - NMJC holds itself to a standard where rigor and relevance are inseparable — every program, course, and learning experience is designed to challenge students and deliver outcomes that matter in the real world. NMJC will deliver rigorous, innovative, and relevant educational programs that meet high academic standards and prepare students for success.
- 3. Sustainability** - NMJC stewards its resources with discipline and foresight, building the financial strength, talented workforce, and modern infrastructure needed to serve this community for generations. NMJC will optimize financial, physical, human, and technological resources to support institutional mission and ensure long-term sustainability.
- 4. Career and Workforce Pathways** - NMJC is Southeast New Mexico's economic engine — translating regional needs into pathways that put people to work and keep the local economy competitive. NMJC will partner with employers, industry, and community to provide workforce training that supports economic development and enhances quality of life in Southeast New Mexico.

5. Community & Economic Impact - NMJC belongs to this community as much as it serves it — deepening civic life, expanding access to culture and learning at every age, and anchoring the long-term vitality of the region. NMJC will partner with the community to expand lifelong learning, civic engagement, and cultural enrichment---including the College's museum---supporting economic development and enhancing the quality of life in Southeast New Mexico.

As the Campus-wide Facilities Master plan dives deeper into meaningful campus improvements, a strong correlation between projects and how they complement and achieve strategic goals is made.



[DISCLAIMER]: This rendering is provided for conceptual and illustrative purposes only and is not intended to represent exact site conditions, dimensions, project details, or final development outcomes. It depicts one potential vision for how portions of the NMJC campus could evolve if selected Priority Projects identified in this Master Plan are implemented. The rendering is intended to communicate a long-term vision and should not be interpreted as a final design, guarantee, or commitment that development will occur exactly as shown. No specific timeline, implementation strategy, project scope, or funding commitment is associated with the elements depicted. All future development remains subject to change based on institutional priorities, funding availability, design refinement, regulatory requirements, approvals, and other considerations that may arise over time.





A large, stylized graphic of an eagle's head in profile, facing right. The eagle is rendered in a light gray color, with its head and neck visible. The background of the entire page is white.

3. From Vision to Action

**Translating long-term aspirations into
planning direction and Priority Projects.**

Turning vision into meaningful campus improvement requires a framework that connects aspirations to action. The Objectives & Considerations, campus direction, and Priority Projects presented in this section provide that framework, helping guide future decisions, prioritize investments, and advance the long-term vision established for NMJC.



3. A. FROM VISION TO ACTION

This master plan is organized in a layered structure that moves from broad institutional vision to more tangible campus improvements. Understanding how these layers relate to one another is essential to understanding both the intent of the plan and how it is meant to guide future decision-making. The structure of this document can be understood in three connected parts: the Vision Statement and Guiding Principles, the Objectives & Considerations, and the Priority Projects.

At the highest level, the Vision Statement and Guiding Principles establish the long-term direction for the campus. They represent the broadest ideas explored throughout this planning process and define what NMJC aspires to become over time. These components articulate the values, high-level priorities, and identity the institution seeks to strengthen through future campus investment, development, operations, and improvements in student experience. They are intentionally aspirational and provide the overall lens through which future decisions should be viewed.

While the Vision Statement and Guiding Principles establish direction, they are intentionally broad in nature. To move from vision toward implementation, the concepts identified through this process needed to be translated into a more structured and actionable planning framework. The first step of this is the role of the Objectives & Considerations.

The Objectives & Considerations section serves as the critical bridge between the high-level vision and the physical actions ultimately recommended by this master plan (in the form of the Priority Projects). These objectives distill and organize the many ideas, themes, and priorities identified throughout the planning process into a clearer roadmap intended to guide future institutional decision-making. They represent the combined influence of stakeholder engagement, professional planning analysis, NMJC's Strategic Plan, institutional priorities, and the vision established for the campus.

The Objectives themselves represent broad areas of focus that, if advanced over time, would contribute meaningful progress toward achieving the campus vision. Each objective is supported by a series of Considerations that provide additional direction, clarification, and planning guidance. These Considerations are more detailed than the Vision Statement or Guiding Principles, but they remain conceptual rather than prescriptive. In other words, they are designed to inform and support decisions, not dictate them.

This distinction is important within the context of a long-range facilities-focused master plan. Higher education environments are constantly evolving due to changes in enrollment, student needs, technology, funding opportunities, institutional priorities, partnerships, and academic programming. Because of this, the Objectives & Considerations are intended to provide a durable planning foundation that can remain relevant and usable even as specific institutional circumstances change over time.

If the Guiding Principles can be understood as the ideas that helped shape the planning process itself, then the Objectives & Considerations can be understood as a more detailed set of planning guidance intended to support implementation and future institutional actions. Together, they create continuity between the campus vision and the day-to-day decisions that will shape the future physical development of NMJC.

The Priority Projects represent the most tangible and implementation-focused component of this master plan. While the Vision Statement, Guiding Principles, and Objectives & Considerations establish direction and planning guidance, the Priority Projects identify the physical actions, improvements, and initiatives intended to advance that vision on campus.

These projects are the most concrete recommendations of the master plan and represent the areas where institutional investment and implementation efforts can produce visible and measurable progress for the built environment.

As appropriate for a facilities-focused master plan, the projects are detailed enough to establish clear direction while remaining flexible enough to evolve through future design, funding, and implementation processes, even as other factors and conditions are likely to change.

Each Priority Project was identified in collaboration with campus leadership throughout the planning process and reflects both institutional priorities and additional campus needs identified through stakeholder engagement and professional analysis. Collectively, they represent the physical expression of the broader planning framework established throughout this document.

Importantly, the Priority Projects should not be viewed as isolated improvements. Each project is intended to advance multiple Objectives simultaneously and contribute toward the larger institutional vision established for the campus. In this way, the projects serve as the implementation mechanism through which the aspirations of this master plan are translated into meaningful campus change.

These three layers create the complete framework for this master plan. The Vision Statement and Guiding Principles establish the long-term direction and institutional aspirations for the campus. The Objectives & Considerations begin to translate that vision into more structured planning guidance intended to support future decision-making. The Priority Projects then identify the physical actions and investments that move the institution toward implementation.

The Vision Statement defines where NMJC wants to go, the Objectives & Considerations help guide how decisions should be made along the way, and the Priority Projects represent the specific actions intended to help move the campus toward that future vision. Working together, these components provide both structure and flexibility, allowing the institution to pursue long-term progress while remaining responsive to any future opportunities, challenges, and evolving campus needs as they may arise.

FIGURE 3.

A FRAMEWORK FOR GUIDING CAMPUS IMPROVEMENT

This framework demonstrates how the layers of the master plan work together to advance NMJC's future. Priority Projects provide the specific actions, Objectives & Considerations represent the guidance, and the Vision & Guiding Principles are the long-term outcome these efforts collectively support.





3. B. CAMPUS DIRECTION

Translating the Vision Statement into a clearer set of Objectives & Considerations first requires establishing an overall physical direction for the campus. For Objectives to be consistent, cumulative in nature, and working to advance the vision, they must respond to a broader physical organization strategy. As a facilities-focused master plan, this document is fundamentally concerned with the built environment of NMJC and how campus spaces, facilities, infrastructure, and circulation systems should evolve over time. The physical organization of campus is therefore central to the development of the Objectives & Considerations that follow and must be specifically called out for ease of reference and understanding. The Objectives & Considerations should consistently reinforce this physical direction while simultaneously advancing the broader campus vision.

A primary physical planning priority identified during the planning process, and one that should remain central to campus development moving forward, is strengthening the area within Thunderbird Circle, also referred to as the Academic Core. This area contains many of the College's primary instructional, administrative, and student support facilities and functions as the center of daily campus activity. Future improvements should focus on modernizing academic buildings, enhancing student services, improving campus identity, and creating a more cohesive pedestrian environment. Buildings, open spaces, and circulation systems should work together more effectively. Concentrating investment within the Academic Core reinforces the importance of this area to the student experience while improving campus organization, accessibility, and wayfinding.

Beyond the Academic Core, future campus growth should occur through complementary districts and program areas that support the broader mission of the College. Where appropriate, these areas should also maintain strong physical relationships with the Academic Core. Workforce development facilities represent a critical component of NMJC's

role in supporting regional industry and economic development. These facilities often require specialized space, equipment, operational access, and expansion capacity that differ from traditional academic environments. As workforce programs continue to evolve, the campus should accommodate areas where these facilities can grow while remaining physically connected to the broader campus network.

Student housing and residential life facilities will also continue to shape the future physical environment of campus. As NMJC supports a residential student population, housing areas should remain integrated with academic facilities, student services, recreation, and campus life amenities. Residential environments that incorporate quality outdoor spaces, gathering areas, and strong pedestrian connections help foster community, strengthen campus identity, and support a more active and connected student experience.

The physical direction established in this master plan also responds to broader trends influencing higher education campuses. Institutions are increasingly prioritizing flexible learning environments, modernized academic facilities, adaptable campus infrastructure, and spaces that support both formal instruction and informal collaboration. Workforce partnerships and career-focused programs continue to expand, requiring facilities that can respond to changing industry demands over time. At the same time, campuses are placing greater emphasis on student experience, campus identity, safety, walkability, and the overall quality and organization of the built environment.

These factors establish a campus direction centered on strengthening the Academic Core, supporting the continued growth of workforce development programs, enhancing residential and student life environments, and improving the physical connections between different campus areas and facilities. These efforts help ensure that individual campus districts can meet their unique needs while remaining connected to and supportive of the Academic Core.

FIGURE 4.
CENTERED ON THUNDERBIRD CIRCLE

Thunderbird Circle serves as the organizing core of the NMJC campus, with various other academic, workforce development, and student life areas radiating outward in a clear & connected structure. This illustration conceptually depicts how key campus districts should extend from and remain linked back to the core, reinforcing a cohesive & navigable campus.



3. C. OBJECTIVES & CONSIDERATIONS

The Objectives & Considerations establish a coordinated guide for the long-term growth and physical evolution of the NMJC campus. Rather than functioning as standalone action items, they are intended to serve as guiding concepts that inform campus decision-making over time. When applied through future planning, development, and investment decisions, the Objectives & Considerations work together to advance the Vision Statement and support a cohesive, well-rounded, and enduring direction for the campus. They provide a foundation for evaluating opportunities and ensuring that future improvements contribute to a functional, connected, and recognizable campus environment.

Organized across five key focus areas, the Objectives & Considerations respond directly to stakeholder input gathered throughout the planning process. Collectively, they address how the campus is organized, how people move through and experience it, and how facilities, infrastructure, and open spaces support both daily campus operations and long-term institutional growth. They also reinforce a campus environment that is intuitive to navigate, supportive of student success, and reflective of NMJC's identity, mission, and vision.

The Objectives & Considerations are intended to remain an ongoing reference for campus planning and should be incorporated into discussions surrounding future project planning and implementation. Unlike the Priority Projects, which represent more direct actions and investments, the Objectives & Considerations provide the broader framework that guides how projects are approached and evaluated. They help ensure that future decisions consistently align with and reinforce the long-term vision for the campus. Over time, they establish a consistent basis for guiding capital investments, shaping campus improvements, and ensuring that individual projects contribute to a unified and well-functioning campus environment.

3. C. I. CAMPUS DEVELOPMENT

OBJECTIVE 1.

Reinforce a Clear & Cohesive Campus Structure

CONSIDERATIONS:

- ▶ Focus future development in areas that strengthen the organization of the campus rather than expanding outward in a scattered pattern.
- ▶ Reinforce the Academic Core (within Thunderbird Circle) as the primary center of daily campus activity.
- ▶ Ensure new facilities support a clear and logical campus layout that is easy for students and visitors to understand.
- ▶ Encourage development patterns that strengthen connections between academic, residential, and workforce facilities.
- ▶ Locate major campus destinations where they are easily visible and accessible from primary campus circulation routes.
- ▶ Avoid isolated buildings or development that weakens campus cohesion.

OBJECTIVE 2.

Guide Building Placement to Support Campus Function & Identity

CONSIDERATIONS:

- ▶ Position new buildings to frame streets, walkways, courtyards, and campus open spaces.
- ▶ Orient building entrances toward primary pedestrian routes whenever possible.
- ▶ Avoid locating new buildings in ways that disrupt major pedestrian paths or established open spaces.
- ▶ Ensure new facilities contribute positively to the public campus environment through visible entrances and active edges.
- ▶ Align building placement with long-term campus circulation and infrastructure planning.
- ▶ Encourage buildings that define and strengthen identifiable campus places such as courtyards or plazas.

OBJECTIVE 3.

Encourage Thoughtful Density & Infill Development

CONSIDERATIONS:

- ▶ Prioritize redevelopment, renovation, and infill within established campus areas before expanding to undeveloped land.
- ▶ Use infill development to strengthen existing campus spaces and improve the efficiency of campus land use.
- ▶ Encourage building forms that support compact development and reduce unnecessary expansion of campus infrastructure.
- ▶ Identify underutilized areas that may accommodate future facilities without disrupting existing campus operations.
- ▶ Ensure infill development maintains appropriate access to light, open space, and circulation.

OBJECTIVE 4.

Strengthen Relationships Between Campus Uses

CONSIDERATIONS:

- ▶ Maintain strong connections between academic buildings, student services, and campus life amenities.
- ▶ Support the continued growth of workforce development programs while maintaining connections to the broader campus environment.
- ▶ Locate student housing where residents can easily access academic facilities and campus services.
- ▶ Encourage campus development patterns that support collaboration between academic programs and workforce training.
- ▶ Provide convenient pedestrian connections between housing, learning spaces, and other gathering areas.



OBJECTIVE 5.
Reinforce Campus Identity & Branding

CONSIDERATIONS:

- ▶ Ensure future buildings and landscape improvements contribute to a recognizable campus identity.
- ▶ Maintain consistent architectural and landscape design language across the campus environment.
- ▶ Reinforce campus gateways and major arrival points with clear signage and landscape features.
- ▶ Design highly visible campus spaces that reflect NMJC’s mission and community presence.
- ▶ Coordinate design decisions so that individual projects contribute to a unified campus image.

OBJECTIVE 6.
Protect & Strengthen the Academic Core

CONSIDERATIONS:

- ▶ Limit non-academic uses from occupying sites that are central to the Academic Core unless they directly support student learning or campus life.
- ▶ Encourage future classroom, lab, and student service investments to remain within convenient walking distance of one another.
- ▶ Reinforce the Academic Core as the primary daytime activity center for the campus.
- ▶ Align capital improvements so that academic investments reinforce the long-term structure of the core area.

OBJECTIVE 7.
Preserve Opportunities for Future Campus Growth

CONSIDERATIONS:

- ▶ Maintain flexibility in undeveloped or lightly used areas that may support future academic or workforce programs.
- ▶ Avoid short-term development decisions that limit the campus’s ability to grow in strategic directions.
- ▶ Protect potential development sites that may be needed for future academic expansion.
- ▶ Consider the long-term implications of temporary structures or uses on potential building sites.

OBJECTIVE 8.
Strengthen Transitions Between Campus Areas

CONSIDERATIONS:

- ▶ Design buildings and landscapes that create clear transitions between different campus environments.
- ▶ Use open space, landscape features, and pathways to help organize movement between campus areas.
- ▶ Ensure that transitions between academic areas, residential spaces, and workforce facilities feel intentional and connected.
- ▶ Avoid abrupt changes in scale or building character that weaken campus cohesion.

3. C. II. MOBILITY AND CIRCULATION

OBJECTIVE 9.
Create a Safe & Walkable Campus Environment

CONSIDERATIONS:

- ▶ Prioritize pedestrian movement within the Academic Core and other major student activity areas.
- ▶ Expand and improve the campus sidewalk and pathway network to ensure safe and comfortable walking routes.
- ▶ Provide continuous pedestrian connections between major campus destinations.
- ▶ Improve lighting, visibility, and accessibility along key pedestrian corridors.
- ▶ Design pedestrian routes that are clearly defined and easy to navigate for students and visitors.

OBJECTIVE 10.
Improve Campus Circulation and Wayfinding

CONSIDERATIONS:

- ▶ Simplify campus circulation patterns so that major destinations are easy to locate and access.
- ▶ Improve directional signage to assist first-time visitors and new students navigating the campus.
- ▶ Coordinate pedestrian routes with campus gathering spaces and building entrances.
- ▶ Ensure circulation improvements align with long-term campus development patterns.
- ▶ Explore assigning individual street addresses to campus buildings so they are easily located using common web-based navigation tools.

OBJECTIVE 11.
Implement a Strategic & Efficient Parking System

CONSIDERATIONS:

- ▶ Maintain convenient parking access while minimizing the visual and spatial impact of large parking areas.
- ▶ Locate parking primarily along the edges of the campus core rather than within primary pedestrian areas.
- ▶ Evaluate opportunities to improve parking efficiency through reconfiguration or shared parking strategies.
- ▶ Ensure accessible parking is conveniently located near building entrances.
- ▶ Design parking areas with appropriate lighting, landscape buffers, and pedestrian connections.

OBJECTIVE 12.
Ensure Effective Service & Emergency Access

CONSIDERATIONS:

- ▶ Maintain clear service routes that allow delivery and maintenance access without disrupting pedestrian areas.
- ▶ Ensure emergency vehicles can access all campus buildings easily and efficiently.
- ▶ Avoid locating service areas in prominent public campus spaces when possible.
- ▶ Design future buildings with appropriate service access integrated into site planning.

OBJECTIVE 13.
Improve Pedestrian Comfort Across Campus

CONSIDERATIONS:

- ▶ Provide shaded walking routes where possible to improve comfort during warmer months.
- ▶ Introduce seating, lighting, and landscape elements along key pedestrian corridors.
- ▶ Design walkways that accommodate both everyday campus traffic and larger event-related movement.
- ▶ Ensure pedestrian paths remain accessible and clearly defined throughout the campus.

OBJECTIVE 14.
Coordinate Circulation Improvements with Campus Growth

CONSIDERATIONS:

- ▶ Align future circulation improvements with planned building projects and other major infrastructure upgrades.
- ▶ Evaluate circulation impacts when locating new buildings or major campus destinations.
- ▶ Plan future pathways and road improvements so they reinforce the campus structure outlined in this master plan.

OBJECTIVE 15.
Improve Alternative Mobility Opportunities

CONSIDERATIONS:

- ▶ Provide bicycle and scooter storage in convenient locations near building entrances.
- ▶ Evaluate opportunities for bicycle and scooter routes that complement pedestrian circulation.

3. C. III. CAMPUS EXPERIENCE

OBJECTIVE 16.
Create a Welcoming & Engaging Campus Environment

CONSIDERATIONS:

- ▶ Design campus spaces that encourage student interaction, collaboration, and community engagement.
- ▶ Ensure major campus spaces are welcoming, comfortable, and easy to access.
- ▶ Encourage design elements that reflect NMJC's identity and community presence.
- ▶ Maintain a campus environment that supports both academic activity and student life.

OBJECTIVE 17.
Strengthen Public Spaces Across the Campus

CONSIDERATIONS:

- ▶ Develop outdoor spaces that support both daily campus life and special events.
- ▶ Design plazas, courtyards, and gathering spaces that encourage social interaction and informal learning.
- ▶ Provide seating, shade, lighting, and landscape elements that support extended use of outdoor areas.
- ▶ Connect public spaces to major pedestrian routes and building entrances.



OBJECTIVE 18.
Support Student Gathering & Collaboration Spaces

CONSIDERATIONS:

- ▶ Provide indoor and outdoor spaces that support informal studying, group work, and social interaction.
- ▶ Ensure academic buildings include common spaces that support collaborative learning.
- ▶ Design gathering areas that accommodate both small group interaction and larger campus events.
- ▶ Locate gathering spaces where they are easily accessible to students throughout the day.

OBJECTIVE 19.
Promote Campus Safety & Comfort

CONSIDERATIONS:

- ▶ Design campus spaces with clear visibility and appropriate lighting.
- ▶ Ensure pathways and gathering areas are well-lit and easily monitored.
- ▶ Maintain clear sightlines around major pedestrian routes and building entrances.
- ▶ Support campus safety through thoughtful site design and building orientation.

OBJECTIVE 20.
Support Residential Student Life

CONSIDERATIONS:

- ▶ Provide outdoor spaces near housing that encourage interaction among residents.
- ▶ Ensure residential environments remain connected to the Academic Core and student services.
- ▶ Design housing environments that support both privacy, security, and community interaction.

3. C. IV. INFRASTRUCTURE

OBJECTIVE 21.
Plan for Reliable & Scalable Campus Infrastructure

CONSIDERATIONS:

- ▶ Coordinate infrastructure improvements with planned campus development.
- ▶ Ensure utilities systems can support anticipated campus growth.
- ▶ Evaluate opportunities to modernize aging infrastructure systems.
- ▶ Plan infrastructure upgrades that support long-term campus operations.

OBJECTIVE 22.
Strengthen Central Utility & Energy Systems

CONSIDERATIONS:

- ▶ Evaluate opportunities to improve the efficiency of campus energy systems.
- ▶ Plan for future utility capacity to support new academic and residential facilities.
- ▶ Coordinate infrastructure investments with building renovation and replacement projects.

OBJECTIVE 23.
Support Technology & Digital Infrastructure

CONSIDERATIONS:

- ▶ Maintain high-quality technology infrastructure that supports modern teaching and learning environments.
- ▶ Ensure campus buildings are equipped to support evolving digital learning technologies.
- ▶ Coordinate technology infrastructure with building modernization efforts.

OBJECTIVE 24.
Promote Sustainable Campus Development

CONSIDERATIONS:

- ▶ Encourage energy-efficient building systems and sustainable design practices.
- ▶ Incorporate landscape strategies that reduce water use and maintenance requirements.
- ▶ Support building designs that improve energy performance and long-term operational efficiency.
- ▶ Consider sustainable materials and construction practices when feasible.

OBJECTIVE 25.
Coordinate Infrastructure Planning with Capital Investment

CONSIDERATIONS:

- ▶ Align infrastructure improvements with planned building investments to maximize efficiency.
- ▶ Evaluate infrastructure capacity when considering new development sites.
- ▶ Prioritize infrastructure upgrades that support multiple future projects.

OBJECTIVE 26.
Improve Infrastructure Resilience

CONSIDERATIONS:

- ▶ Design infrastructure systems that remain reliable during extreme weather or operational disruptions.
- ▶ Consider redundancy in critical utility systems where appropriate.
- ▶ Plan infrastructure systems that can adapt to changing campus demands over time.

OBJECTIVE 27.
Promote Efficient Resource Use

CONSIDERATIONS:

- ▶ Encourage building and infrastructure systems that reduce long-term operational costs.
- ▶ Incorporate strategies that improve water efficiency across campus landscapes and facilities.
- ▶ Evaluate opportunities for energy-saving technologies during renovation and construction projects.

3. C. V. FACILITIES PLANNING

OBJECTIVE 28.
Prioritize Strategic Renovation & Modernization

CONSIDERATIONS:

- ▶ Evaluate existing facilities to determine when renovation is appropriate versus replacement.
- ▶ Prioritize modernization of facilities that support essential academic programs.
- ▶ Improve building functionality through renovation where possible.
- ▶ Ensure renovation projects support long-term campus planning goals.

OBJECTIVE 29.
Plan Facilities for Long-Term Lifecycle Management

CONSIDERATIONS:

- ▶ Design new buildings with durable materials and systems that reduce long-term maintenance costs.
- ▶ Consider building lifecycle costs when evaluating new construction and renovation projects.
- ▶ Plan capital investments that support the long-term stewardship of campus facilities.

OBJECTIVE 30.
Encourage Flexible & Adaptable Building Design

CONSIDERATIONS:

- ▶ Design buildings that can accommodate evolving academic programs and teaching methods.
- ▶ Provide flexible interior layouts that allow spaces to be reconfigured over time.
- ▶ Encourage building systems that support future technological upgrades.

OBJECTIVE 31.
Guide Site Selection for Future Facilities

CONSIDERATIONS:

- ▶ Evaluate potential building sites based on accessibility, infrastructure capacity, and campus organization.
- ▶ Ensure future development aligns with long-term campus circulation and infrastructure planning.
- ▶ Avoid locating new facilities in areas that conflict with long-term campus priorities.

OBJECTIVE 32.
Maintain a Long-Term Planning Framework

CONSIDERATIONS:

- ▶ Use this master plan as a reference when evaluating future capital projects.
- ▶ Periodically review and update the plan to reflect changing campus needs.
- ▶ Coordinate facilities planning decisions with institutional priorities and funding opportunities.
- ▶ Ensure future projects align with the goals and strategies identified in this plan.

OBJECTIVE 33.
Align Facilities Investments with Institutional Priorities

CONSIDERATIONS:

- ▶ Prioritize capital investments that directly support NMJC's academic and workforce development mission.
- ▶ Ensure facilities planning decisions consider long-term institutional goals rather than just short-term needs.
- ▶ Evaluate how any proposed projects contribute to the overall campus environment.

OBJECTIVE 34.
Improve Utilization of Existing Facilities

CONSIDERATIONS:

- ▶ Assess opportunities to improve how existing buildings are used before constructing new facilities.
- ▶ Encourage renovation strategies that allow buildings to serve multiple programs.
- ▶ Support flexible scheduling and adaptable spaces that maximize building use.

OBJECTIVE 35.
Plan for Program Evolution

CONSIDERATIONS:

- ▶ Design academic facilities that can adapt as programs evolve or expand.
- ▶ Ensure new buildings support a variety of teaching and learning formats.
- ▶ Consider how future program growth may influence facility requirements.



OBJECTIVE 36.
Support Long-Term Campus Stewardship

CONSIDERATIONS:

- ▶ Maintain facilities in a way that preserves their long-term value to the institution.
- ▶ Prioritize investments that improve building performance and extend facility lifespan.
- ▶ Encourage building systems that are durable, maintainable, and adaptable.

3. C. VI. IMPLEMENTATION AND CONTINUITY

OBJECTIVE 37.
Maintain the Master Plan as a Living Framework

CONSIDERATIONS:

- ▶ Use this master plan as a guiding document for future campus development decisions.
- ▶ Revisit and amend the plan periodically to reflect changes in enrollment, programs, and institutional priorities.
- ▶ Ensure major capital investments remain consistent with the long-term vision established in the plan.
- ▶ Coordinate campus planning decisions with state capital funding processes and other institutional planning efforts.
- ▶ Use language from this plan to guide and support major decisions and the implementation of large projects.

3. D. PRIORITY PROJECTS

The actionable recommendations of this master plan are presented as a series of Priority Projects that reflect the most immediate and strategic facility and campus improvements identified throughout the planning process. These projects translate the Vision Statement, Guiding Principles, Objectives & Considerations, and existing conditions analysis into tangible actions that will shape the future of the NMJC campus. The Priority Projects and Objectives & Considerations create a coordinated framework for guiding future campus investment, development, and implementation

Many of the Priority Projects identified in this plan are anticipated to move into planning, design, or construction within the next five years, reflecting NMJC’s near-term priorities and facility needs. Additional longer-term projects are also included to illustrate how the campus may continue to evolve beyond the immediate planning horizon and how future investments can build upon one another over time. While project scopes, sequencing, and timelines may evolve as institutional priorities, enrollment trends, and funding opportunities change, the overall direction established by this master plan is intended to provide a consistent and coordinated path forward for campus development.

The Priority Project list is intended to serve multiple audiences and functions. It provides NMJC leadership with a tool for coordinating campus growth, development, and investment decisions, assists facilities and operations staff in aligning future improvements with the broader campus vision, and supports the College’s engagement with state capital funding programs and cycles. It also serves as a clear and accessible communication tool for stakeholders and members of the community by illustrating how the campus is expected to evolve over time and how future projects collectively support the long-term vision for NMJC. The list helps establish a more coordinated approach to campus investment while also serving as an ongoing reference point for future planning and decision-making efforts.

3. E. PROJECT PRIORITIZATION APPROACH

Identifying which projects should move forward first is a critical component of any master plan. Because institutional resources and capital funding opportunities are finite, projects must be evaluated carefully to determine how they best support the College’s mission and long-term development goals. This plan applies a prioritization methodology that helps NMJC evaluate potential projects in a clear and consistent way.

Several key considerations informed the prioritization of projects identified in this plan. Strategic alignment was a primary factor, ensuring that recommended projects directly support NMJC’s academic mission, workforce development partnerships, and student success initiatives. Projects that strengthen the Academic Core, support desired program growth, or enhance the student experience were considered especially important due to their direct positive impact on the campus.

Widespread campus impact and implementation feasibility were also key considerations. Projects that improve overall functionality, enhance connectivity, modernize critical facilities, or support multiple programs were evaluated as having broader institutional benefit, while feasibility considered site conditions, existing facilities, and project complexity.

Potential funding and phasing further influenced prioritization. Capital projects at NMJC often rely on a mix of institutional funding, state appropriations, and other sources. Organizing projects into near-term, mid-term, and long-term timeframes helps better align improvements with funding cycles and allows projects to build logically on one another.

This prioritization approach ensures that the projects identified in this plan reflect both current needs and implementation realities. While priorities may shift over time, this plan establishes a consistent basis for evaluating investments and future decisions.

3. F. UNDERSTANDING THE PRIORITY PROJECTS TABLE

The following pages include the overall Priority Projects Table broken down and organized by focus area. These individual tables are intended to illustrate how proposed projects relate to the goals established throughout this Campus-wide Facilities Master Plan. Understanding the structure and intent of the Priority Projects Table will help readers better understand the direction the campus-built environment is anticipated to evolve over the coming years.

Each focus area is organized around a common theme. Some focus areas are geographic in nature, while others are centered around specific academic programs, student life functions, operational needs, or campus-wide modernization initiatives. Certain projects may not be tied to a single location or program, but instead represent broader institutional improvements intended to support the long-term functionality, experience, and development of the entire campus.

To provide consistency and ease of understanding, each focus area and project table is organized using the same structure and terminology. This standardized format is intended to support clear communication, improve comparisons between projects, and better illustrate how individual projects contribute to the broader campus vision established in this plan.

TABLE 2. EXAMPLE PRIORITY PROJECTS TABLE				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RELEVANT OBJECTIVES
PRIORITY PROJECTS LIST				
HIGH 1	2 Renovation of the John Shepherd Administration Building into a Welcome Center	3 Renovate the John Shepherd Administration Building to serve as a primary campus Welcome Center. This project will consolidate administrative offices, student services, and outreach functions into a highly visible and accessible location that improves first impressions and campus navigation.	4 2026-2028	5 1, 2, 3, 5, 6, 10, 16, 28, 33, 34

- 1

The first cell identifies the priority level assigned to each project at the time of adoption of this master plan. Priority levels include *High*, *Medium-High*, *Medium*, and *Low*, each paired with a corresponding color designation similar to a traffic light system (green corresponding to “go” or nearer term implementation). These designations reflect anticipated project readiness, institutional priorities, and general implementation timing, though they may evolve over time as funding, enrollment trends, operational needs, and institutional priorities change.
- 2

The second cell identifies the title of the Priority Project. Titles are intentionally broad and are intended to generally describe the purpose and intent of each project rather than function as final project names. As projects advance through planning, design, and implementation, titles may be refined to better reflect their scope and objectives.
- 3

The third cell provides a concise description of the project’s purpose, anticipated scope, and planning intent. These descriptions are intended to communicate the overall direction of each project rather than serve as detailed specifications, recognizing that project details may evolve over time as planning, design, funding, and implementation progress.
- 4

The fourth cell identifies the anticipated time frame associated with each project, generally capturing the duration of project planning, design, and construction activities. Higher-priority projects are expected to have more immediate and defined timelines, while longer-term projects are intended to remain flexible and adaptable as institutional needs and opportunities evolve.
- The fifth cell identifies the applicable Objectives & Considerations associated with each Priority Project. These references help connect projects to the broader Vision Statement and long-term planning direction established in this master plan. The Objectives & Considerations are intended to guide planning, design, and implementation decisions so that future projects consistently support a cohesive and well-functioning campus environment.

When reviewing a Priority Project and its associated Objectives & Considerations, the following questions should be considered:

5
 - ▶ How can this project best align with the applicable Objectives & Considerations?
 - ▶ Does the project unintentionally undermine any identified Objectives & Considerations, and if so, how can it be brought into better alignment?
 - ▶ Which specific Considerations can best support planning, design, operational, or implementation decisions?
 - ▶ Are there opportunities to expand or refine the project to advance additional Objectives?
 - ▶ How can this project strengthen the long-term campus vision established through this planning process?
 - ▶ How can this project improve the student, faculty, staff, or visitor experience on campus?



3. G. THE ACADEMIC CORE

The Academic Core, located within Thunderbird Circle, is the heart of NMJC’s campus and the area that most directly shapes the daily experience of students, employees, and visitors. It contains many of the College’s primary academic, administrative, and student-facing functions, making it both the symbolic and operational center of campus life. As the most visible part of NMJC, this area should reflect the College’s identity through buildings and spaces that are legible, well-maintained, technologically current, and welcoming to a wide range of users. Over time, the Academic Core should continue to evolve into a more cohesive environment where arrival, orientation, instruction, advising, and informal student activity are all supported within a clear and connected setting.

Many facilities in this area date from earlier phases of campus development and now warrant reinvestment to support current expectations for higher education environments. The renovation of the John Shepherd Administration Building into a campus welcome center is especially important because this improves how students and visitors first encounter and navigate the institution while also strengthening core academic infrastructure. Expansion of the Central Plant will be equally critical to support planned student housing and other long-term campus growth, while renovation of Vocational Building B and the older portion of the Ben Alexander Student Learning Center will help modernize instructional and support space in ways that are more efficient and adaptable.

Looking further ahead, the transformation of Pannell Library into a learning commons represents an opportunity to redefine the core campus as not only the center of instruction, but also the center of campus collaboration, study, and student engagement. Together, these projects should produce an Academic Core that is more integrated, more intuitive to navigate, and better equipped to support both everyday campus life and NMJC’s long-term institutional goals.

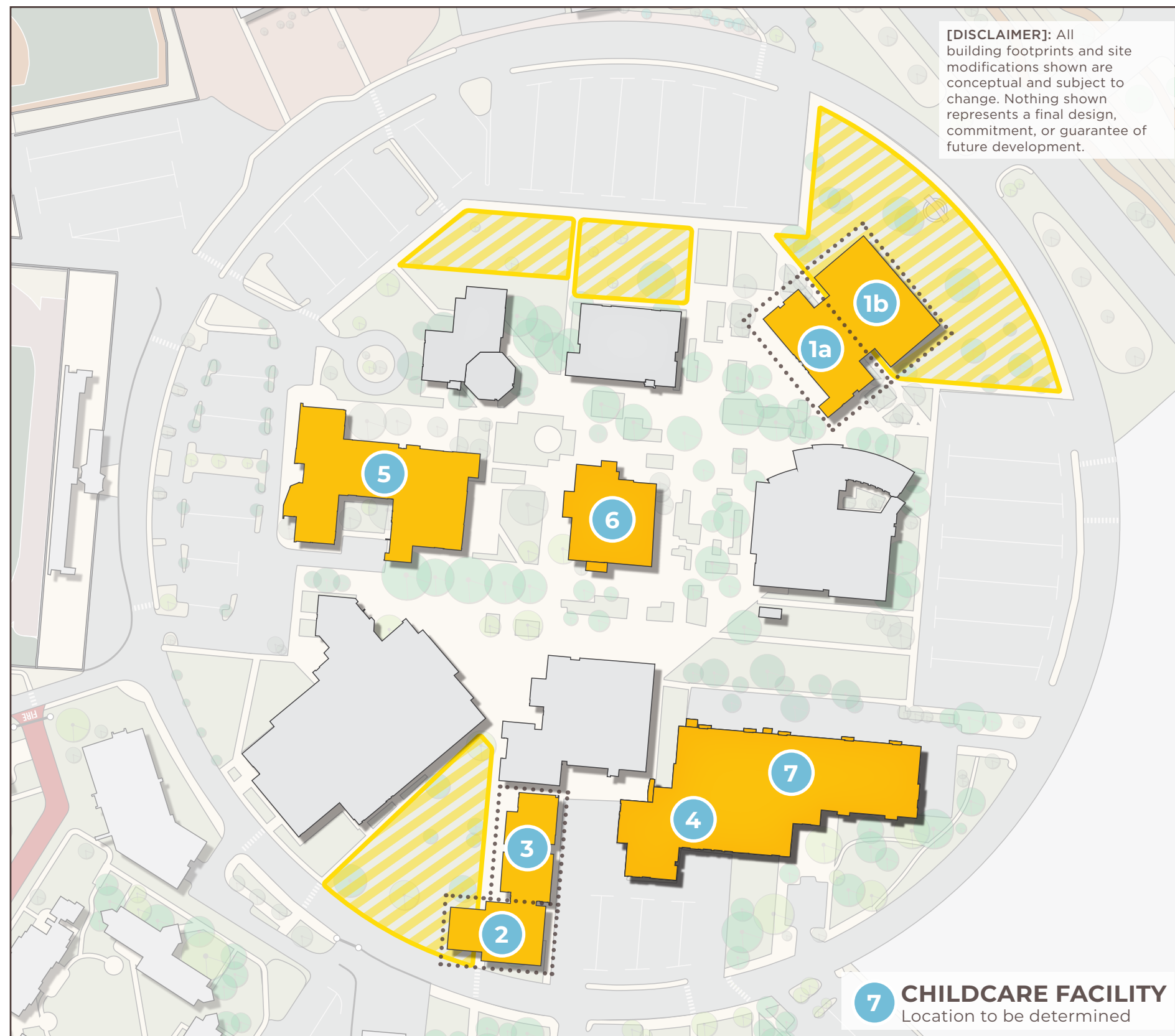
TABLE 3. PRIORITY PROJECTS WITHIN THE ACADEMIC CORE (WITHIN THUNDERBIRD CIRCLE)				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RELEVANT OBJECTIVES
PRIORITY PROJECTS LIST				
HIGH	Renovation of the John Shepherd Administration Building into a Welcome Center	Renovate the John Shepherd Administration Building to serve as a primary campus welcome center. This project will consolidate administrative offices, student services, and outreach functions into a highly visible and accessible location that improves first impressions and campus navigation.	2026-2028	1, 2, 3, 5, 6, 10, 16, 28, 33, 34
HIGH	Expansion of the Central Plant Infrastructure	Expand or construct a new Central Plant to support planned student housing and future campus growth. This project will reduce demand on the existing Central Plant and ensure adequate long-term utility capacity across campus.	2026-2028	19, 21, 22, 25, 26, 27, 29
HIGH	Renovation of the Vocational Building B	Renovate Vocational Building B to improve functionality and building systems. This includes connecting the facility to the Central Plant, installing an air handling system, completing general interior and exterior upgrades, and accommodate instructional space being relocated from Mary Hagelstein.	2026-2028	3, 4, 22, 25, 28, 34, 35, 36
MEDIUM HIGH	Renovation and Technology Upgrades at the Mary Hagelstein Instructional Arts Center	Upgrade IT, server, and technology systems within the Mary Hagelstein Instructional Arts Center. This includes relocating the campus fiber termination point and improving overall connectivity to support current and future technology needs.	2026-2028	21, 23, 25, 28, 30, 34, 35
MEDIUM	Renovation of the Don Whitaker Automotive and Technology Center for a Diesel Program	Evaluate and implement renovations at the Don Whitaker Automotive and Technology Center to support a diesel training program. This includes identifying required upgrades, space modifications, and associated costs.	2031-2033	28, 30, 31, 33, 34, 35
MEDIUM	Renovation of the Ben Alexander Student Learning Center	Renovate the older portion of the Ben Alexander Student Learning Center following relocation of cafeteria services. This will modernize outdated spaces and provide opportunities to incorporate additional office space.	2026-2028	3, 6, 16, 17, 18, 28, 34
MEDIUM	Renovation of the Pannell Library into a Learning Commons	Transform the Pannell Library into a modern learning commons that supports collaborative learning, technology integration, and flexible study environments for students.	2031-2033	16, 17, 18, 23, 28, 30, 34, 35
LOW	Development of a Childcare Facility	Develop a new childcare facility in coordination with the New Mexico Early Childhood Education and Care Department. This facility will support students, faculty, and staff by providing accessible childcare services on campus.	2031-2033	1, 4, 16, 31, 33

3. G. I. ALIGNMENT WITH THE STRATEGIC PLAN

► Strategic Plan Goals 1, 2, 3, & 5

Investments in the Academic Core directly support NMJC’s priorities related to **Access & Success and Excellence** by improving the environments where students learn, access services, and engage with campus daily. Renovations to instructional spaces and the development of a Learning Commons provide more flexible, technology-enabled environments that support evolving teaching methods and student needs. These improvements enhance engagement, collaboration, and access to academic support, all of which are closely tied to retention and program/degree completion. They also improve operational efficiency by consolidating services and creating clearer points of access for students. These projects create a more cohesive and student-centered core campus that improves first impressions, strengthens day-to-day experiences, and positions NMJC to remain competitive and responsive as it continues to grow. The creation of a new welcome center strengthens **community** access to resources, while the expansion of the Central Plant optimizes facilities and enhances campus **sustainability** for years to come.

FIGURE 5. PRIORITY PROJECTS WITHIN THE ACADEMIC CORE (WITHIN THUNDERBIRD CIRCLE)



3. G. II. ADDITIONAL INFORMATION

The Academic Core should remain the primary center of daily campus activity. Future projects should reinforce a clear and intuitive campus layout, with buildings positioned to define courtyards, walkways, and gathering spaces along primary pedestrian routes.

New development should strengthen connections between academic buildings, student services, and major destinations while avoiding isolated facilities or underutilized areas that weaken campus cohesion. Major destinations should be easy to locate and clearly connected to surrounding spaces.

Where feasible, renovation and infill should be prioritized over expansion to make efficient use of existing facilities and infrastructure. Improvements should support flexible, adaptable spaces that can accommodate evolving teaching methods, multiple programs, and extended hours of use.

Future improvements should maintain a cohesive architectural character while allowing for thoughtful modernization. Materials, wayfinding, circulation, and public spaces should work together to create a campus environment that is consistent, comfortable, and easy to navigate.

The John Shepard Administration Building addition (1b) may be developed as a standalone facility that is not physically connected to the existing building.



3. H. CAMPUS-WIDE PRIORITIES

In addition to focused investments in individual campus areas, NMJC has several priorities that must be addressed at the campus-wide level to support long-term function, resilience, and growth. These needs relate less to a single building or program and more to the systems and connections that allow the campus to operate as a unified whole. As NMJC continues to expand, it will be increasingly important to ensure that infrastructure, utilities, site systems, and wayfinding are improved in a coordinated manner rather than through isolated projects. A strong campus layout will allow future development to occur more efficiently, reduce deferred maintenance pressures, and create a more consistent experience across the institution.

A central objective of these investments is to better connect the historic core of campus with newer areas of development, including the westward expansion associated with the Rodeo & Equine facilities and other emerging campus destinations. This is not only a matter of circulation, but also of creating continuity in landscape character, signage, lighting, and the overall perception of campus identity. Priority projects such as campus-wide Wi-Fi and technology infrastructure upgrades and construction of a detention pond address pressing functional needs that affect the institution broadly, including digital connectivity and stormwater management. Continued implementation of the roof replacement program is also essential to protecting existing assets and avoiding more costly future repairs.

Beyond these infrastructure improvements, Site Improvements Phase III and associated campus wayfinding enhancements provide an opportunity to strengthen campus gateways, improve pedestrian-scale lighting and add more fencing, reinforce key movement corridors, and create a more coherent transition between major activity areas. Collectively, these projects should help NMJC function more effectively as a single campus environment, rather than a collection of separate zones, while also laying the groundwork for future capital investment.

TABLE 5. CAMPUS-WIDE PRIORITY PROJECTS				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RELEVANT OBJECTIVES
PRIORITY PROJECTS LIST				
HIGH	Campus-wide Wi-Fi and Technology Infrastructure Upgrades	Implement campus-wide Wi-Fi and technology upgrades in coordination with IT system improvements. Enhancements will focus on connectivity outside of Thunderbird Circle.	2026-2028	21, 23, 25, 26, 30
HIGH	Construction of a Stormwater Detention Pond	Construct a detention pond in the north-central portion of campus to address floodplain challenges and improve overall stormwater management. This project will help mitigate flooding risks across campus.	2026-2028	19, 21, 24, 26, 27
HIGH	Campus-wide Roof Replacement Program	Assure adherence to established roof replacement schedule across campus. Roof replacement plan can be found in Appendix C	2026-2028	19, 21, 24, 29, 36
MEDIUM	Implementation of Site Improvements Phase III and Campus Wayfinding Enhancements	Implement site improvements beyond Thunderbird Circle, including campus wayfinding and gateway enhancements. Focus areas include student housing, athletic facilities, and west campus connections, along with pedestrian lighting, fencing improvements between the track and Ray Birmingham Thunderbird Baseball Field, and upgrades to the Golf Facility and campus entry points.	2028-2031	1, 5, 8, 9, 10, 13, 14, 19

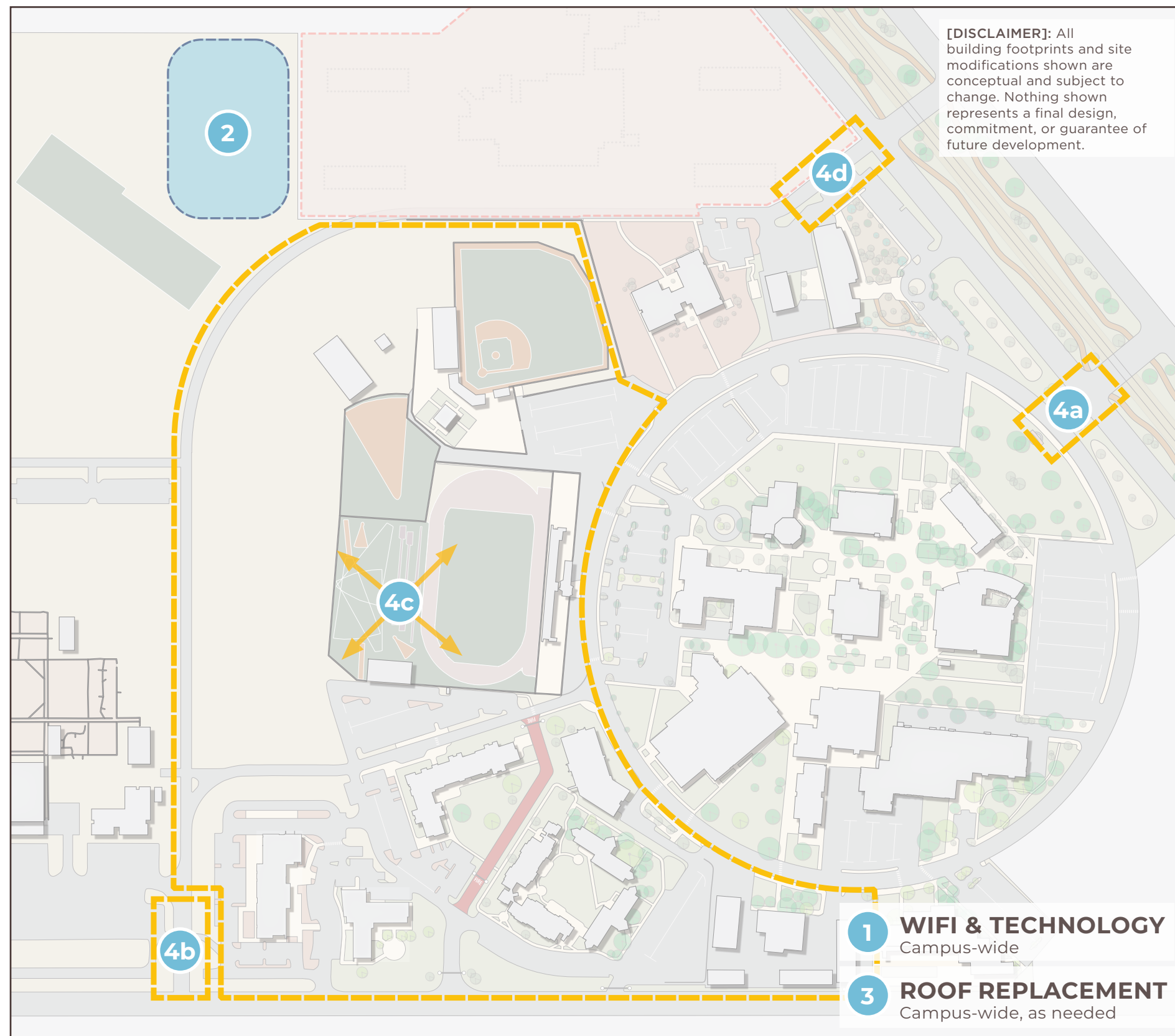
3. H. I. ALIGNMENT WITH THE STRATEGIC PLAN

► Strategic Plan Goal 3

These campus-wide investments support NMJC’s broader institutional priorities by **strengthening the systems that enable student success and effective educational delivery**. Expanded technology infrastructure improves access to learning by supporting flexible instruction, enhancing communication, and ensuring students can reliably engage with academic resources across campus, no matter where they are. This directly reinforces the institution’s focus on creating a responsive, high-quality learning environment that aligns with evolving student expectations and supports both traditional and non-traditional student populations. Upgrades to core infrastructure, such as stormwater management systems, roof replacements, and utilities, reflect the college’s commitment to responsible resource management and long-term operational stability. Addressing these needs proactively helps protect existing facilities, reduce deferred maintenance pressures, and avoid more costly repairs in the future.

This approach also supports institutional resilience by ensuring that campus systems can perform reliably under changing conditions, allowing the college to maintain continuity of operations while continuing to invest in priority academic and workforce development programs. Enhancements to wayfinding, lighting, and campus gateways advance institutional goals related to access, safety, and overall campus experience. A clearer and more connected environment improves navigation, reduces barriers for new & returning students, as well as visitors, and strengthens the overall sense of campus identity. These improvements support student engagement and retention while creating a more welcoming and intuitive campus setting. These investments help position NMJC to support sustained enrollment growth, improve first impressions for prospective students, and reinforce its role as a key resource for the surrounding community, while ensuring the campus can function cohesively and effectively as it continues to evolve

FIGURE 6. CAMPUS-WIDE PRIORITY PROJECTS



3. H. II. ADDITIONAL INFORMATION

Site Improvements Phase III is slated for implementation between 2028 and 2031. Site Improvements Phases I & II have focused on the core campus area within Thunderbird Circle, with Site Improvements Phase II ongoing as of Summer 2026. The timing of Site Improvements Phase III may be advanced or delayed depending on the completion of Site Improvements Phase II.

As future site improvements are planned and implemented, projects should support a unified campus structure and align with long-term development patterns, infrastructure needs, and anticipated growth.

Improvements should reinforce campus identity through consistent design decisions related to signage, gateways, landscaping, and building enhancements. Wayfinding should remain clear and layered, helping users navigate easily from campus entry points to specific destinations.

Projects should also balance access and mobility for all users by maintaining safe and continuous pedestrian routes while locating parking, service areas, and emergency access in a manner that minimizes disruption to the campus experience.

Wherever possible, improvements should be planned to allow for phased implementation and future flexibility while continuing to support the overall direction and vision of the campus.

LEGEND

- ▬ Priority project area
- ▬ Proposed location for a detention pond and additional drainage infrastructure

PRIORITY PROJECTS (shown on map)

- 2.** Proposed site for a major detention pond
- 4a.** Site improvements at the N Industrial Dr - main gateway
- 4b.** Site improvements at the Millen Dr - south gateway
- 4c.** Site Improvements Phase III focus area
- 4d.** Site Improvements at the Gerry gateway



3. I. WORKFORCE DEVELOPMENT

The Workforce Development Division is one of NMJC’s most strategically important program areas because it directly supports regional employment needs and career-focused education. These programs require a campus environment that is fundamentally different from a traditional academic setting, with facilities capable of supporting hands-on instruction, specialized equipment, outdoor training, and flexible space for quickly evolving workforce demands. As industry needs change over time, the physical environment of this district must be able to adapt without compromising safety, operational efficiency, or program quality. This area of campus should continue to develop as a highly functional training environment that is purpose-built, well organized, and clearly aligned with NMJC’s role as a workforce leader in southeastern New Mexico and beyond.

The Priority Projects identified are practical but highly consequential in terms of how the Workforce Development Division will function. Relocation of the lineman training yard to within the new, reserved area will create a more coherent arrangement of related uses, locating this closer to existing workforce development facilities. Construction of a new CDL training facility is another important step toward establishing a more permanent and durable setting for these programs, with facilities better suited to long-term instructional use. Looking ahead, renovation of the Don Whitaker Automotive and Technology Center would expand the Division’s capacity in a way that responds directly to workforce demand and allows NMJC to build on existing technical education strengths. In addition to these defined projects, the identification of land for long-term expansion is a major asset. Reserving space now for future buildings, outdoor program space, and support functions will allow this district to grow in an intentional way rather than through piecemeal additions. Over time, the goal should be to shape the Workforce Development Division as a highly functional and flexible campus precinct that visibly expresses NMJC’s commitment to applied learning and regional economic development.

TABLE 6. PRIORITY PROJECTS FOR THE WORKFORCE DEVELOPMENT DIVISION				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RELEVANT OBJECTIVES
PRIORITY PROJECTS LIST				
HIGH	Relocation of the Lineman Training Yard to the Workforce Development Division Area	Relocate the lineman training yard to a site adjacent to the Workforce Development Division's current buildings to improve program alignment, safety, and operational efficiency.	2026-2028	1, 4, 12, 19, 33
MEDIUM	Construction of a New CDL Training Facility	Construct a new metal building to replace existing portable units used for CDL training. The new facility will provide improved durability, functionality, and long-term program support.	2026-2028	4, 27, 29, 33, 36

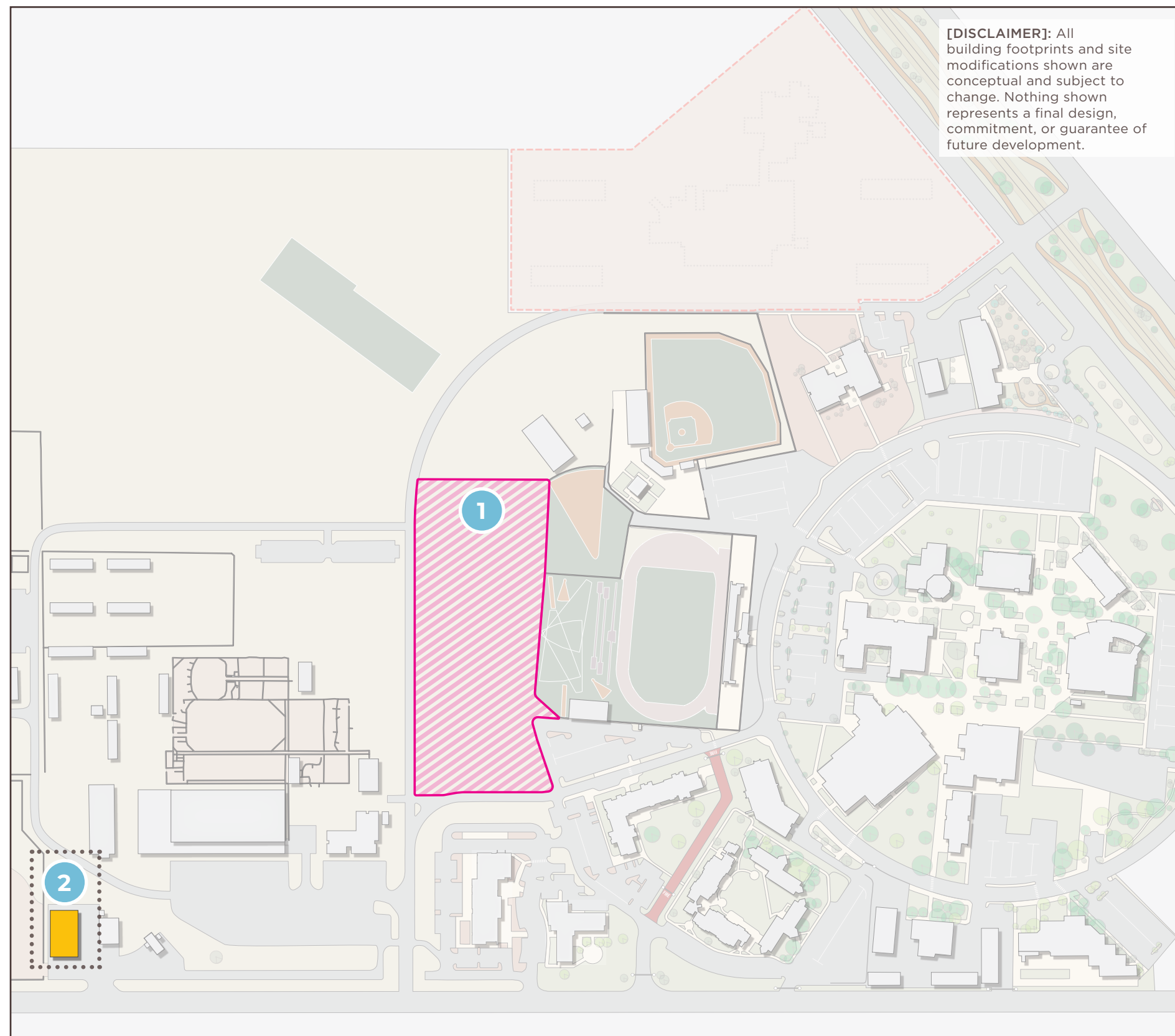
3. I. I. ALIGNMENT WITH THE STRATEGIC PLAN

► Strategic Plan Goal 4

Investments in the Workforce Development Division directly support NMJC’s institutional priority of **expanding workforce and professional training in alignment with regional economic needs**. Purpose-built facilities for programs such as CDL training, automotive technology, and lineman training strengthen the college’s ability to deliver hands-on, industry-relevant education that prepares students for immediate entry into the workforce. These environments are essential to maintaining program quality, meeting safety requirements, and ensuring that instruction reflects current industry standards. They also allow programs to scale more effectively, accommodate specialized equipment, and provide the type of experiential learning environments that are critical for skill development in technical fields. This reinforces the institution’s broader commitment to delivering education that is practical, accessible, and directly tied to employment outcomes.

These projects also advance institutional goals related to enrollment growth by increasing the capacity, flexibility, and visibility of workforce programs. Modern, well-equipped training facilities make NMJC more competitive in attracting students seeking career-focused education, including recent graduates, working adults, and those pursuing re-skilling or up-skilling opportunities. The ability to expand and adapt these programs over time supports long-term responsiveness to shifting labor market demands and emerging industries. This adaptability is particularly important in ensuring that NMJC can continue to meet both student and employer expectations as technologies and workforce needs evolve. The continued development of these spaces strengthens NMJC’s role as a key contributor to the regional economy. By providing high-quality training opportunities that are closely aligned with local industry trends, the College supports a stronger workforce pipeline and helps address critical labor needs. These investments foster deeper partnerships with employers, create opportunities for further collaboration, and improve job placement outcomes for graduates. Over time, this continues to position NMJC as an essential hub for workforce training, supporting both institutional growth and the long-term economic vitality of southeastern New Mexico

FIGURE 7. PRIORITY PROJECTS FOR THE WORKFORCE DEVELOPMENT DIVISION



3. I. II. ADDITIONAL INFORMATION

The relocation of the lineman training yard is not anticipated to be a costly or capital-intensive effort. It is better understood as a planned operational action by the College rather than a major capital project.

As workforce development programs continue to evolve, facilities should be planned and organized to support their specialized operational needs while maintaining strong connections to the broader campus. Certain programs may require larger building footprints, outdoor training areas, or direct vehicular access, but should remain integrated through consistent site design, materials, and circulation patterns.

Future improvements should also support operational efficiency and program alignment through the clear organization of buildings, training yards, and support spaces. Thoughtful site planning can help reduce conflicts between training activities, service access, and pedestrian movement.

Workforce facilities should remain adaptable over time, with flexible layouts, durable materials, and scalable infrastructure that can respond to changing industry demands and training requirements.

Where appropriate, workforce development areas should maintain strong physical and visual connections to academic and student-focused spaces. These connections help reinforce the role of workforce programs as an integral part of the campus environment rather than separate or isolated uses.

LEGEND

- New building, building expansion, or substantial building renovation
- Land reserved for long-term expansion of Workforce Development Division programming and instructional or training space

PRIORITY PROJECTS (shown on map)

- 1.** Relocated lineman training yard
- 2.** New, consolidated CDL metal building



3. J. STUDENT HOUSING

Student housing is a major component of the campus experience and should be understood as more than a collection of residential buildings. It is a living environment that influences student recruitment, retention, daily routines, and sense of belonging. As NMJC plans for future growth, the residential district should evolve into a more complete and intentionally designed part of campus, with housing, dining, and shared amenities arranged to support both convenience and community. The vision for this area is not simply to add beds, but to create a residential setting that feels connected to the institution, supports student wellbeing, and contributes to a more active campus beyond classroom hours.

The highest priority in this area is the development of new student housing and a cafeteria, including a new 200-bed, four-story residential facility. This project has the potential to significantly reshape campus life by introducing a more modern living environment and pairing it with dining facilities that can better serve residential students and the campus more broadly. The addition of a centralized cafeteria also has implications beyond housing, as it can relieve pressure on existing facilities and create opportunities to repurpose other spaces elsewhere on campus. In the next phase, renovation of the John Watson and Carroll Leavell Student Apartments will be important to ensure that older residential facilities remain viable and consistent with the quality of newer development. Long-term planning for additional housing, particularly for Workforce Development Division and Public Safety programs, also points to the need for a more diverse residential strategy that may include student-family housing or other specialized living arrangements. As these projects are implemented, the residential district should become more cohesive, better connected to the Academic Core, and more supportive of student life as a whole. The desired outcome is a housing environment that is comfortable, durable, and socially active, while also helping NMJC remain competitive in attracting and supporting students.

TABLE 7. PRIORITY PROJECTS FOR STUDENT HOUSING				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RELEVANT OBJECTIVES
PRIORITY PROJECTS LIST				
HIGH	Development of New Student Housing and a Cafeteria	Design and construct a new 200-bed, four-story student housing facility in coordination with a new cafeteria. This project will modernize campus housing and dining while supporting enrollment growth.	2026-2028	1, 2, 4, 6, 8, 9, 16, 20, 21, 22, 25, 31, 33
MEDIUM	Renovation of the Existing Student Apartments	Complete interior and exterior renovations of the John Watson Student Apartments & Carroll Leavell Student Apartments. Improvements will modernize these facilities and align them with new housing developments.	2028-2031	20, 24, 28, 29, 34, 36
MEDIUM	Development of Future Student Housing for Workforce Development	Development of future student housing for Workforce Development Division	2028 - 2031	4, 7, 20, 31, 33, 35
LOW	Development of Future Student Housing for Public Safety Programs	Development of future student housing for Public Safety programs.	2036+	4, 7, 20, 31, 33, 35

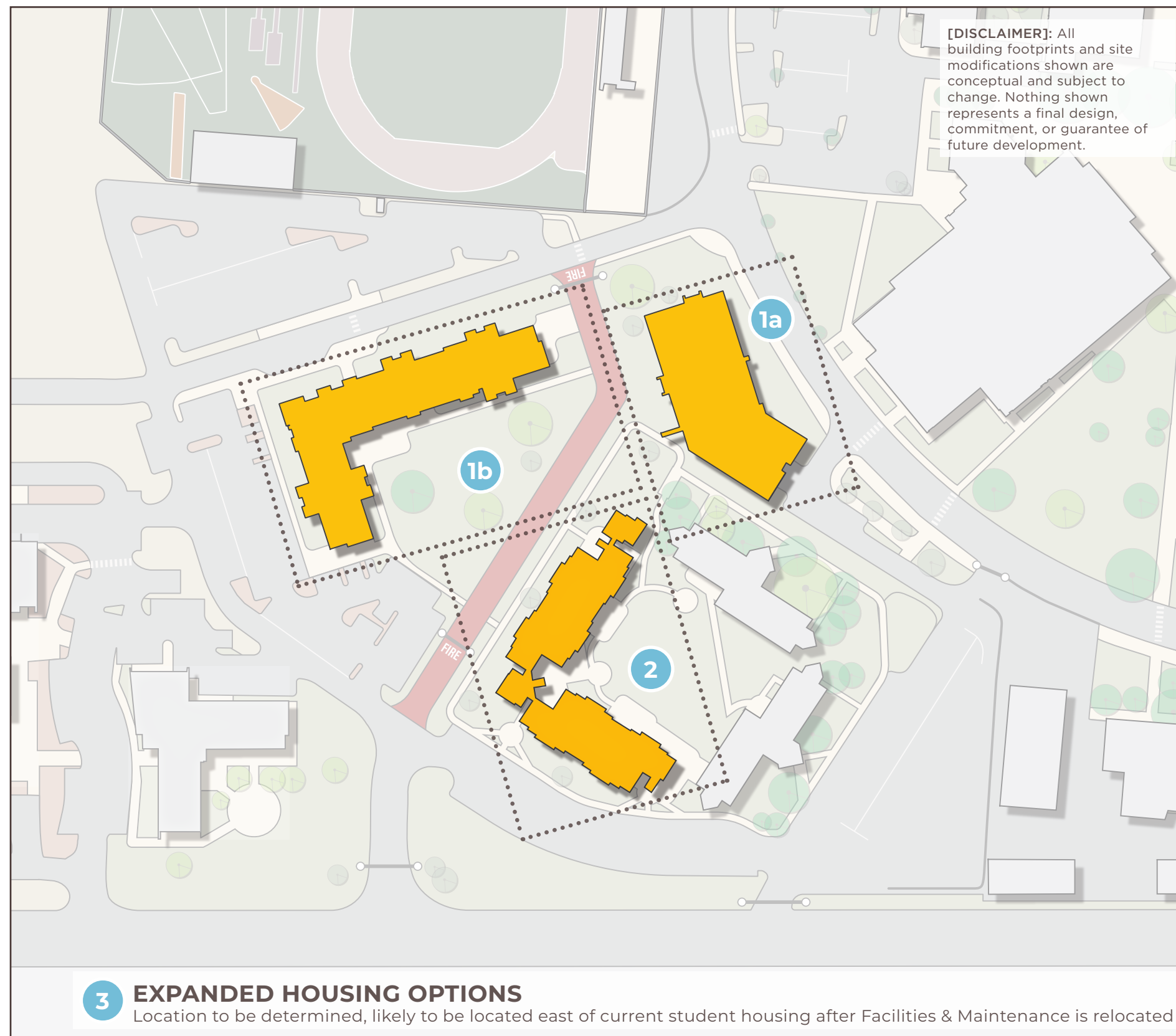
3. J. I. ALIGNMENT WITH THE STRATEGIC PLAN

► Strategic Plan Goal 1, 3 & 4

Investments in student housing directly support NMJC’s institutional priorities related to **student access & success, sustainability, and workforce pathways**. Expanding and modernizing residential facilities, along with providing updated dining options, strengthens the College’s ability to offer a more complete campus environment that meets the expectations of today’s students. A well-designed residential district enhances daily student life by improving convenience, access to services, and opportunities for connection, all of which contribute to a more supportive and engaging campus setting.

These projects also play a significant role in advancing enrollment goals by positioning NMJC as a more competitive and attractive option for prospective students. A high-quality residential experience is often a deciding factor for students considering where to enroll, particularly those coming from outside the immediate region. By offering modern housing options and a cohesive living environment, the college can attract a broader student population and better support students who rely on campus housing. This expanded capacity and improved quality allow NMJC to accommodate future growth while maintaining a consistent standard across residential facilities. A strong residential environment is closely tied to student retention and long-term success. Students who live on campus are more likely to build connections with peers, participate in campus activities, and access academic and support resources. These factors contribute to higher levels of engagement and persistence, which are central to the institution’s goals of improving completion rates and overall student outcomes. Shared amenities and dining reinforce this by creating spaces where students can gather, interact, and develop a sense of belonging beyond the classroom. Beyond individual student benefits, these investments contribute to a more active campus culture. A well-functioning residential district supports evening and weekend activity, strengthens campus identity, and creates a more dynamic environment for residential and commuter students. These projects help position NMJC to support sustained enrollment growth, enhance the student experience, and reinforce its role as a destination for students seeking academic opportunity and a strong sense of community. Housing tailored to short-term workforce training will also create opportunities for students who otherwise cannot secure suitable or affordable accommodations in the area.

FIGURE 8. PRIORITY PROJECTS FOR STUDENT HOUSING



3. J. II. ADDITIONAL INFORMATION

The new cafeteria and student residence hall are an ongoing project as of Summer 2026 and are currently in the architectural design phase. This project is also shown on the existing conditions map for this plan, as it is expected to be completed in the near term, with general building sizes, layouts, and siting already established. While still subject to change, only minor refinements are anticipated.

As residential facilities continue to be planned and developed, housing environments should balance privacy with a strong sense of community. Residence halls should be supported by accessible indoor and outdoor gathering spaces that encourage interaction, studying, and informal social activity.

Student housing should remain well connected to the Academic Core and student services through safe, direct, and intuitive pedestrian routes. Daily movement between living, learning, and campus life spaces should be simple and convenient for residents.

Housing facilities should be designed to support long-term flexibility, durability, and operational efficiency. Building layouts and supporting infrastructure should be capable of adapting to changing residential needs while maintaining manageable maintenance requirements.

The design and placement of housing projects should also contribute positively to the overall campus experience. Site design, landscaping, and building placement should create a welcoming residential environment that feels integrated with the broader campus while maintaining a distinct residential character.

LEGEND

New building, building expansion, or substantial building renovation

PRIORITY PROJECTS (shown on map)

- 1a.** New cafeteria building
- 1b.** New four-story, 200-bed student housing building
- 2.** Existing student apartments renovation



3. K. ATHLETICS

Athletics is an important contributor to NMJC’s campus identity and public presence, serving both student life and the College’s broader relationship with the surrounding community. Athletic events, facilities, and programs create visibility for the institution and often represent one of the most direct ways community members engage with campus. For students, athletics supports competition, school pride, and extracurricular involvement. For the institution, it can strengthen recruitment and reinforce a sense of tradition and excellence. The athletic district should therefore be viewed not only as a set of program facilities, but also as a meaningful part of how the campus presents itself and accommodates high-energy, highly visible activities.

Although the plan does not identify major near-term capital expansion in athletics, the projects that are listed still play an important role in maintaining program quality and positioning the district for future growth. Development of a new softball field and support facilities is the most substantial identified project and would expand NMJC’s athletic infrastructure in a way that supports both athletes and spectators. Longer-term accessibility improvements at the Caster Activity Center, including installation of an elevator, are also significant because they address equitable access and allow existing space to be more fully utilized. Renovation or repurposing of the Track Storage Building could provide much-needed support space for NMJC’s track & field programs, including functions such as storage, restrooms, locker rooms, or other training-related uses. Beyond these individual projects, the plan’s designation of land for future athletic expansion is important because it preserves flexibility for new venues, support buildings, or program growth as needs evolve. Over time, the vision for athletics should be an athletics district that is functional, visible, and well-maintained, with facilities that support student-athletes effectively while also contributing to the broader image and energy of campus.

TABLE 8. PRIORITY PROJECTS FOR ATHLETICS				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RELEVANT OBJECTIVES
PRIORITY PROJECTS LIST				
MEDIUM	Development of a New Softball Field and Support Facilities	Construct a new softball field with an associated building and bleacher seating.	2028-2030	8, 11, 16, 17, 19, 31
LOW	Accessibility Improvements at the Caster Activity Center Mezzanine	Install an elevator at the Caster Activity Center to provide access to the mezzanine level. This will improve accessibility and allow full utilization of existing program space.	2031-2033	9, 13, 28, 34, 36
LOW	Renovation of the Track Storage Building for Athletic Support Use	Renovate or repurpose the Track Storage Building to better support track & field programs. Improvements could include converting the structure into a functional and compliant building to support a weight room, storage space, restrooms, or locker rooms.	2033-2036	27, 28, 29, 34, 36

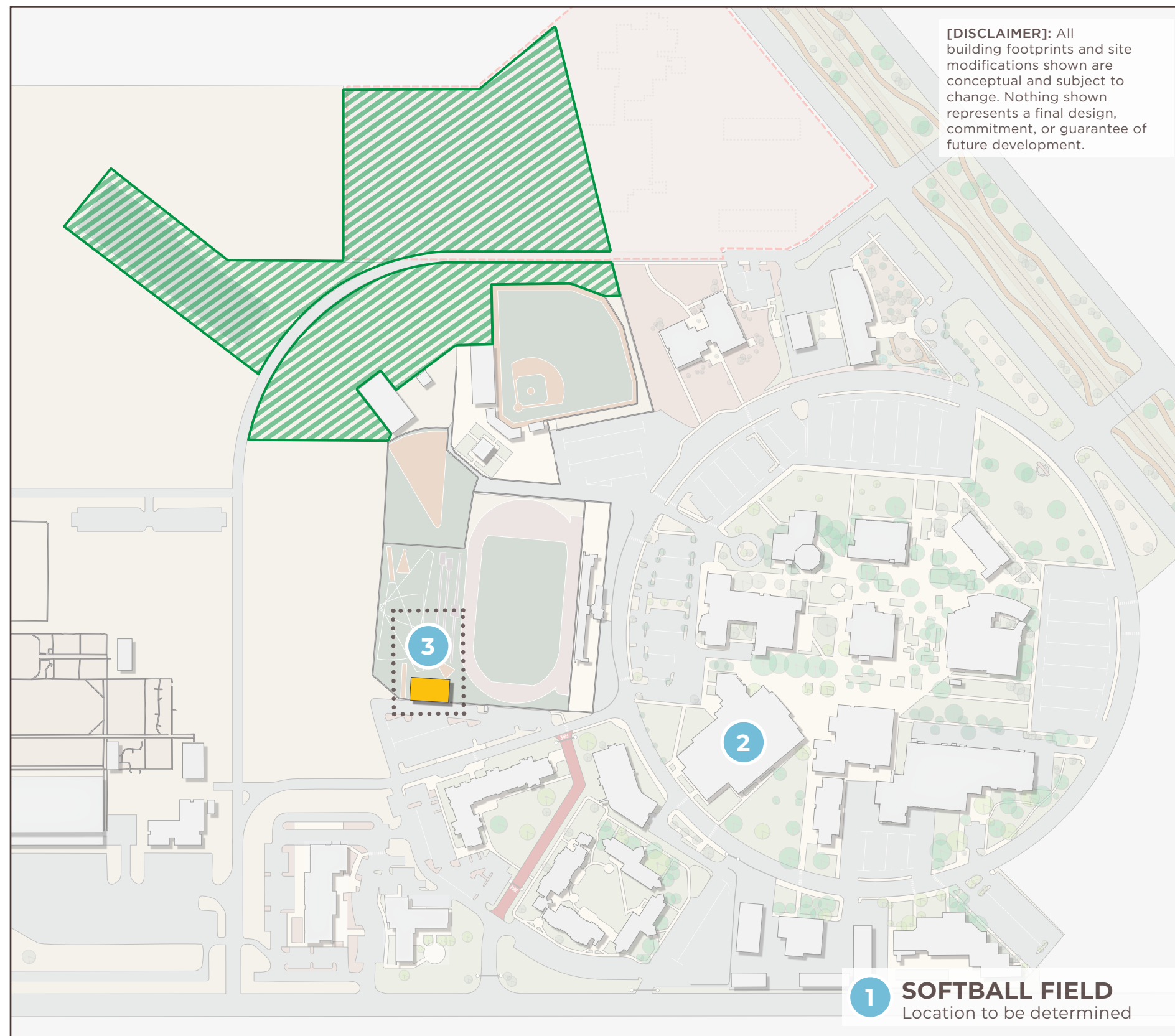
3. K. I. ALIGNMENT WITH THE STRATEGIC PLAN

► Strategic Plan Goal 1, 3 & 5

Investments in athletics support NMJC’s broader institutional priorities by **enhancing the overall student experience and strengthening campus engagement**. Well-maintained and functional athletic facilities provide opportunities for students to participate in extracurricular activities that contribute to personal development, school pride, and a stronger connection to campus life. These experiences support student satisfaction and engagement, which are closely tied to retention and overall success, while also complementing the academic environment and helping to create a more balanced and active campus experience. These projects also contribute to institutional goals related to access and inclusivity by improving the usability of athletic facilities for a wider range of students and visitors.

Enhancements such as accessibility improvements at key venues ensure that facilities can be fully utilized and align with expectations for equitable access across campus. Maintaining and upgrading these spaces allows NMJC to continue offering programs and events that are accessible, welcoming, and reflective of the institution’s commitment to serving its entire community. This also helps extend the life of existing facilities and ensures they remain functional and relevant over time, reducing the need for more significant capital investment in the near term. Athletic facilities play a visible and important role in supporting NMJC’s connection to the broader community. Sporting events and related activities bring visitors to campus, create opportunities for engagement, and reinforce the College’s public presence. These spaces serve as key gathering points that strengthen campus identity and build relationships between the College and the region. They also provide opportunities to host regional & national events and showcase the institution to prospective students and partners. These investments contribute to a more active and engaging campus environment, supporting recruitment, retention, and long-term institutional growth while reinforcing NMJC’s role as both an educational institution and a community & cultural anchor

FIGURE 9. PRIORITY PROJECTS FOR ATHLETICS



3. K. II. ADDITIONAL INFORMATION

Athletic facilities should be planned as major campus destinations that support both daily use and larger events. Facility improvements should consider visibility, accessibility, and proximity to parking while maintaining safe and efficient pedestrian circulation

The spaces surrounding athletic venues should accommodate gathering, circulation, and event-related activity. Plazas, open spaces, and clearly defined pathways can help manage peak attendance while minimizing impacts on nearby campus functions.

Although often larger in scale, athletic facilities should remain integrated with the broader campus through consistent design language, coordinated site planning, and strong connections to adjacent areas. These facilities should contribute to a cohesive campus environment while maintaining their identity as standalone athletic destinations.

Athletic facilities should also be designed for flexibility and long-term usability, allowing them to serve multiple programs, adapt to evolving needs, and accommodate future improvements over time.

Where feasible, improvements should support NMJC's ability to host regional and national competitions. Facilities and supporting infrastructure should meet applicable standards while providing a positive experience for athletes, spectators, and event organizers. Investments that enhance functionality and event support can expand tournament opportunities and strengthen the College's presence in competitive collegiate athletics.



3. L. LONG-TERM STRATEGIC PROJECTS

While the Priority Projects identified throughout this master plan represent NMJC’s most immediate facility and infrastructure needs, several additional opportunities have been identified that may become important as the institution continues to grow and evolve. These projects are generally longer-term in nature and are highly dependent upon future enrollment trends, program demand, funding availability, institutional priorities, and changing campus needs. Although many are not anticipated within the near-term implementation horizon, preserving flexibility and planning for these opportunities today will allow the College to respond more effectively to future circumstances.

Several of these projects focus on improving campus connectivity, access, and long-term operational efficiency. Enhanced integration with the Lovington Highway Walking Trail would strengthen connections between the campus and surrounding community while expanding recreational opportunities for students and visitors. Extension of the secondary campus access road towards Gerry Street would create an additional circulation route through campus, improving access, redundancy, and overall mobility. Similarly, the potential relocation of Facilities & Maintenance operations could free valuable land for future campus development while allowing operational functions to be consolidated within a more efficient and purpose-built environment.

Other long-term opportunities focus on supporting future growth and institutional resilience. Redevelopment of the former Covenant Hospital site presents a significant opportunity for future campus expansion and strategic redevelopment. The potential development of a campus solar field could help offset utility costs, improve energy resilience, and advance long-term sustainability goals. Continued evaluation of Allied Health program expansion will also be important as workforce needs evolve and demand for healthcare education continues to grow.

TABLE 9. LONG-TERM STRATEGIC PROJECTS				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	TIME FRAME	RELEVANT OBJECTIVES
PRIORITY PROJECTS LIST				
MEDIUM	Integration with the Lovington Highway Walking Trail	Develop a plan for maintenance of the walking trail along Lovington Highway in partnership with the City of Hobbs and the Maddox Foundation. This project will enhance connectivity, recreation, and community integration.	2026-2028	5, 8, 9, 10, 15, 17
MEDIUM	Future Planning for the Redevelopment of the Covenant Health Property	Evaluate and determine potential future uses for the former Covenant Hospital property to the north of campus. This effort will identify redevelopment opportunities that align with long-term campus goals.	2026-2028	1, 7, 8, 31, 32, 33
MEDIUM	Relocation of Campus Facilities & Maintenance Buildings	Relocate and expand existing Facilities & Maintenance buildings to free up land for future student housing development. This project will ensure efficient land use and support long-term campus growth.	2031-2033	3, 7, 12, 25, 31, 33
LOW	Development of a Campus Solar Field near the Rodeo & Equine Facilities	Install a solar field north of the Rodeo & Equine facilities to offset campus energy demand. This project should be coordinated with Facility & Maintenance relocation and long-term infrastructure planning.	2036+	21, 22, 24, 27, 29, 31
LOW	Extension of the Secondary Campus Access Road to Gerry Street	Extend the roadway north from the Rodeo & Equine loop road to connect with Gerry Street. This will provide a secondary access way through campus and improve circulation.	2036+	1, 10, 11, 12, 14, 19
LOW	Expansion of the Allied Health Programs and Facilities	Evaluate and plan for expansion of Allied Health programs. This may include additional space within the Allied Health Building or development of new facilities to meet program growth needs.	2036+	7, 28, 30, 31, 33, 35

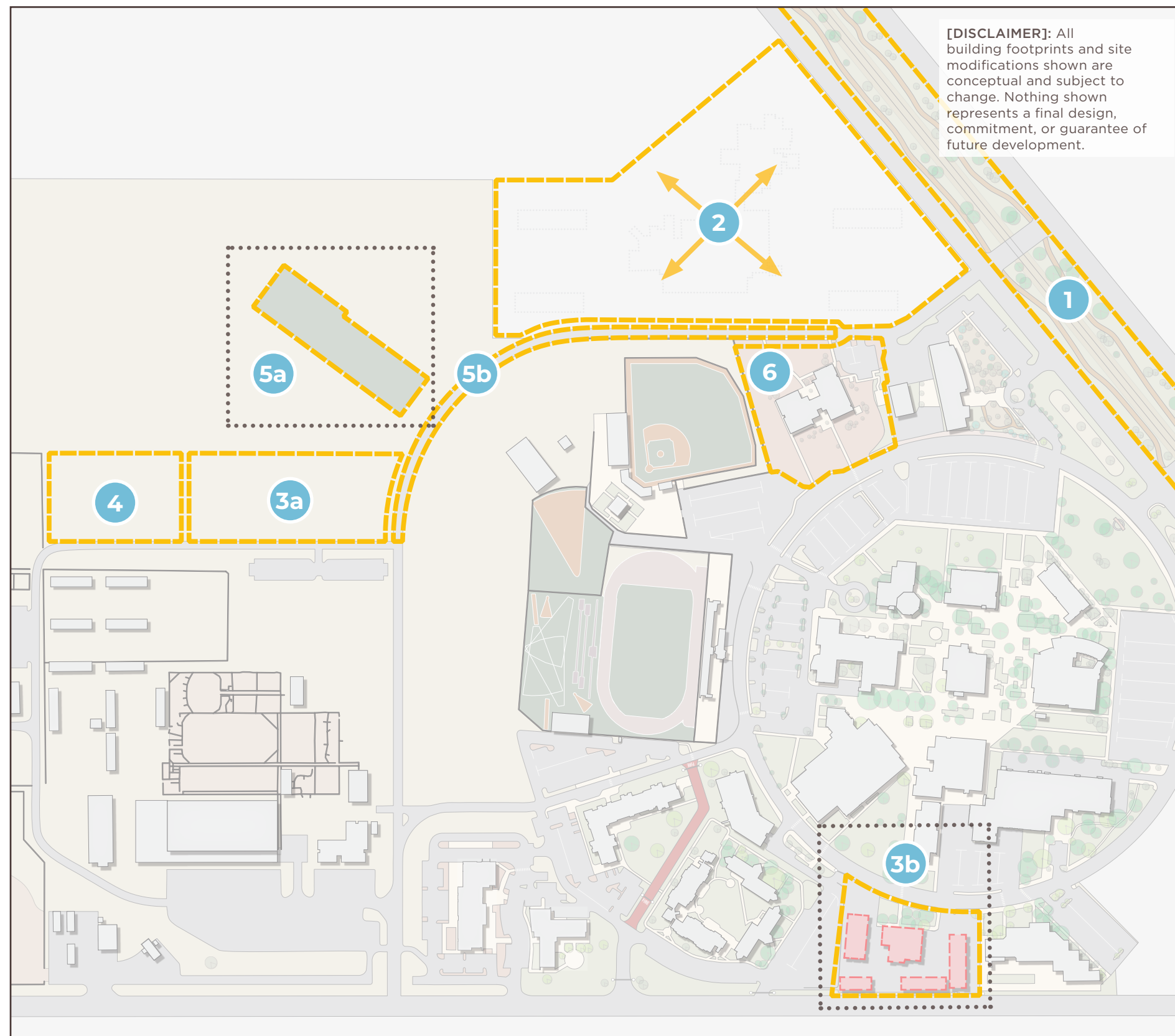
3. L. I. ALIGNMENT WITH THE STRATEGIC PLAN

► Strategic Plan Goal 1, 3 & 5

These long-term strategic projects support NMJC’s commitment to **responsible planning, institutional resilience, and sustainable growth**. By identifying and preserving opportunities for future development, the College can remain responsive to changing enrollment patterns, workforce demands, technological advancements, and evolving community needs. This proactive approach helps ensure future investments are made strategically and remain aligned with institutional priorities and available resources. Several initiatives support operational efficiency, infrastructure resilience, and stewardship of campus resources. Improvements to circulation, utility infrastructure, renewable energy production, and campus operations can reduce long-term costs while creating a more adaptable and efficient campus environment.

The projects identified also reinforce NMJC’s role as a regional leader in education, workforce development, and community engagement. Opportunities such as Allied Health expansion, enhanced trail connectivity, and strategic redevelopment sites create flexibility to respond to emerging educational and economic opportunities while strengthening connections between the campus and surrounding community. These initiatives help ensure NMJC remains well-positioned to support future students, respond to regional needs, and advance its Vision Statement well beyond the horizon of this master plan

FIGURE 10. LONG-TERM STRATEGIC PROJECTS



3. L. II. ADDITIONAL INFORMATION

The former Covenant Hospital property is expected to be fully cleared, with no buildings retained. A portion may support NMJC Athletics expansion, while the remainder requires further study. Given its visibility along Lovington Highway/N. Industrial Drive, future uses should be visually appealing and very prominent.

For the relocation of Facilities & Maintenance, new buildings (3a) should be constructed before demolishing existing facilities (3b) to maintain uninterrupted operations. The current site (3b) is planned for future housing options, including family housing and workforce development student housing. Relocation should be timed to align with clear housing demand, with careful coordination by campus leadership to ensure a smooth transition.

When Allied Health program expansion is considered, space needs are expected to be accommodated through additions to the existing building or new standalone buildings on the adjacent grounds.

These longer-term projects should be implemented strategically and timed to align with demonstrated campus needs and institutional priorities. While they support the long-term vision established by the master plan, advancement should occur only when conditions are appropriate to maximize their value to the campus.

LEGEND

- Priority project area
- Buildings recommended for demolition/relocation

PRIORITY PROJECTS (shown on map)

- 1.** Lovington Highway Walking Trail
- 2.** Former Covenant Hospital
- 3a.** Land designated for new Facilities & Maintenance buildings, offices, and storage
- 3b.** Existing Facilities and Maintenance buildings to be demolished and/or relocated
- 4.** Land intended for a large-scale campus solar field
- 5a.** Golf target range to be shifted north to accommodate the extended access road
- 5b.** New access road connecting Gerry Street to the Rodeo & Equine loop road
- 6.** Allied Health building and surrounding grounds



TABLE 10. NEW MEXICO JUNIOR COLLEGE PRIORITY PROJECTS (INCLUDING AN ESTIMATE OF PROBABLE COST)				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	ESTIMATE OF PROBABLE COST	TIME FRAME
PRIORITY PROJECTS WITHIN THE ACADEMIC CORE (WITHIN THUNDERBIRD CIRCLE)				
HIGH	Renovation of the John Shepherd Administration Building into a Welcome Center	Renovate the John Shepherd Administration Building to serve as a primary campus welcome center. This project will consolidate administrative offices, student services, and outreach functions into a highly visible and accessible location that improves first impressions and campus navigation.	\$26,100,000	2026-2028
HIGH	Expansion of the Central Plant Infrastructure	Expand or construct a new Central Plant to support planned student housing and future campus growth. This project will reduce demand on the existing Central Plant and ensure adequate long-term utility capacity across campus.	\$9,500,000	2026-2028
HIGH	Renovation of the Vocational Building B	Renovate Vocational Building B to improve functionality and building systems. This includes connecting the facility to the Central Plant, installing an air handling system, completing general interior and exterior upgrades, and accommodating instructional space being relocated from Mary Hagelstein.	\$10,000,000	2026-2028
MEDIUM HIGH	Renovation & Technology Upgrades at the Mary Hagelstein Instructional Arts Center	Upgrade IT, server, and technology systems within the Mary Hagelstein Instructional Arts Center. This includes relocating the campus fiber termination point and improving overall connectivity to support current and future technology needs.	\$8,500,000	2026-2028
MEDIUM	Renovation of the Ben Alexander Student Learning Center	Renovate the older portion of the Ben Alexander Student Learning Center following relocation of cafeteria services. This will modernize outdated spaces and provide opportunities to incorporate additional office space.	\$10,000,000	2026-2028
MEDIUM	Renovation of the Pannell Library into a Learning Commons	Transform the Pannell Library into a modern learning commons that supports collaborative learning, technology integration, and flexible study environments for students.	\$7,500,000	2031-2033
MEDIUM	Renovation of the Don Whitaker Automotive and Technology Center for a Diesel Program	Evaluate and implement renovations at the Don Whitaker Automotive and Technology Center to support a diesel training program. This includes identifying required upgrades, space modifications, and associated costs.	To be determined at time of design.	2031-2033
LOW	Development of a Childcare Facility	Develop a new childcare facility in coordination with the New Mexico Early Childhood Education and Care Department. This facility will support students, faculty, and staff by providing accessible childcare services on campus.	To be determined at time of design.	2031-2033
CAMPUS-WIDE PRIORITY PROJECTS				
HIGH	Campus-wide Wi-Fi and Technology Infrastructure Upgrades	Implement campus-wide Wi-Fi and technology upgrades in coordination with IT system improvements. Enhancements will focus on connectivity outside of Thunderbird Circle.	To be determined at time of design.	2026-2028
HIGH	Construction of a Stormwater Detention Pond	Construct a detention pond in the north-central portion of campus to address floodplain challenges and improve overall stormwater management. This project will help mitigate flooding risks across campus.	\$1,600,000	2026-2028
HIGH	Campus-wide Roof Replacement Program	Assure adherence to established roof replacement schedule across campus. Roof replacement plan can be found in Appendix C.	SEE Appendix C	2026-2028
MEDIUM	Implementation of Site Improvements Phase III and Campus Wayfinding Enhancements	Implement site improvements beyond Thunderbird Circle, including campus wayfinding and gateway enhancements. Focus areas include student housing, athletic facilities, and west campus connections, along with pedestrian lighting, fencing improvements between the track and Ray Birmingham Thunderbird Baseball Field, and upgrades to the Golf Facility and campus entry points.	\$15,000,000	2028-2031
PRIORITY PROJECTS FOR THE WORKFORCE DEVELOPMENT DIVISION				
HIGH	Relocation of the Lineman Training Yard to the Workforce Development Division Area	Relocate the lineman training yard to a site adjacent to the Workforce Development Division's current buildings to improve program alignment, safety, and operational efficiency.	\$425,000	2026-2028
MEDIUM	Construction of a New CDL Training Facility	Construct a new metal building to replace existing portable units used for CDL training. The new facility will provide improved durability, functionality, and long-term program support.	\$2,500,000	2026-2028

TABLE 10. NEW MEXICO JUNIOR COLLEGE PRIORITY PROJECTS (INCLUDING AN ESTIMATE OF PROBABLE COST)				
PRIORITY LEVEL	PROJECT	PROJECT DESCRIPTION	ESTIMATE OF PROBABLE COST	TIME FRAME
PRIORITY PROJECTS FOR STUDENT HOUSING				
HIGH	Development of New Student Housing and a Cafeteria	Design and construct a new 200-bed, four-story student housing facility in coordination with a new cafeteria. This project will modernize campus housing and dining while supporting enrollment growth.	To be determined at time of design.	2026-2028
MEDIUM	Renovation of the Existing Student Apartments	Complete interior and exterior renovations of the John Watson Student Apartments & Carroll Leavell Student Apartments. Improvements will modernize these facilities and align them with new housing developments.	\$15,000,000	2028-2031
MEDIUM	Development of Future Student Housing for Workforce Development	Development of future student housing for Workforce Development Division	\$3,900,000	2028 - 2031
LOW	Development of Future Student Housing for Public Safety Programs	Development of future student housing for Public Safety programs.	\$2,600,000	2036+
PRIORITY PROJECTS FOR ATHLETICS				
MEDIUM	Development of a New Softball Field and Support Facilities	Construct a new softball field with an associated building and bleacher seating.	\$9,375,000	2028-2030
LOW	Accessibility Improvements at the Caster Activity Center Mezzanine	Install an elevator at the Caster Activity Center to provide access to the mezzanine level. This will improve accessibility and allow full utilization of existing program space.	\$700,000	2031-2033
LOW	Renovation of the Track Storage Building for Athletic Support Use	Renovate or repurpose the Track Storage Building to better support track & field programs. Improvements could include converting the structure into a functional and compliant building to support a weight room, storage space, restrooms, or locker rooms.	\$3,200,000	2033-2036
LONG-TERM STRATEGIC PROJECTS				
MEDIUM	Integration with the Lovington Highway Walking Trail	Develop a plan for maintenance of the walking trail along Lovington Highway in partnership with the City of Hobbs and the Maddox Foundation. This project will enhance connectivity, recreation, and community integration.	\$2,500,000	2026-2028
MEDIUM	Future Planning for the Redevelopment of the Covenant Hospital Property	Evaluate and determine potential future uses for the former Covenant Hospital property to the north of campus. This effort will identify redevelopment opportunities that align with long-term campus goals.	To be determined at time of design.	2026-2028
MEDIUM	Relocation of Campus Facilities & Maintenance Buildings	Relocate and expand existing Facilities & Maintenance buildings to free up land for future student housing development. This project will ensure efficient land use and support long-term campus growth.	To be determined at time of design.	2031-2033
LOW	Development of a Campus Solar Field near the Rodeo & Equine Facilities	Install a solar field north of the Rodeo & Equine facilities to offset campus energy demand. This project should be coordinated with Facility & Maintenance relocation and long-term infrastructure planning.	\$2,100,000	2036+
LOW	Extension of the Secondary Campus Access Road to Gerry Street	Extend the roadway north from the Rodeo & Equine loop road to connect with Gerry Street. This will provide a secondary access way through campus and improve circulation. Relocate the golf target range to allow for the extension.	\$4,200,000	2036+
LOW	Expansion of the Allied Health Programs and Facilities	Evaluate and plan for expansion of Allied Health programs. This may include additional space within the Allied Health Building or development of new facilities to meet program growth needs.	To be determined at time of design.	2036+

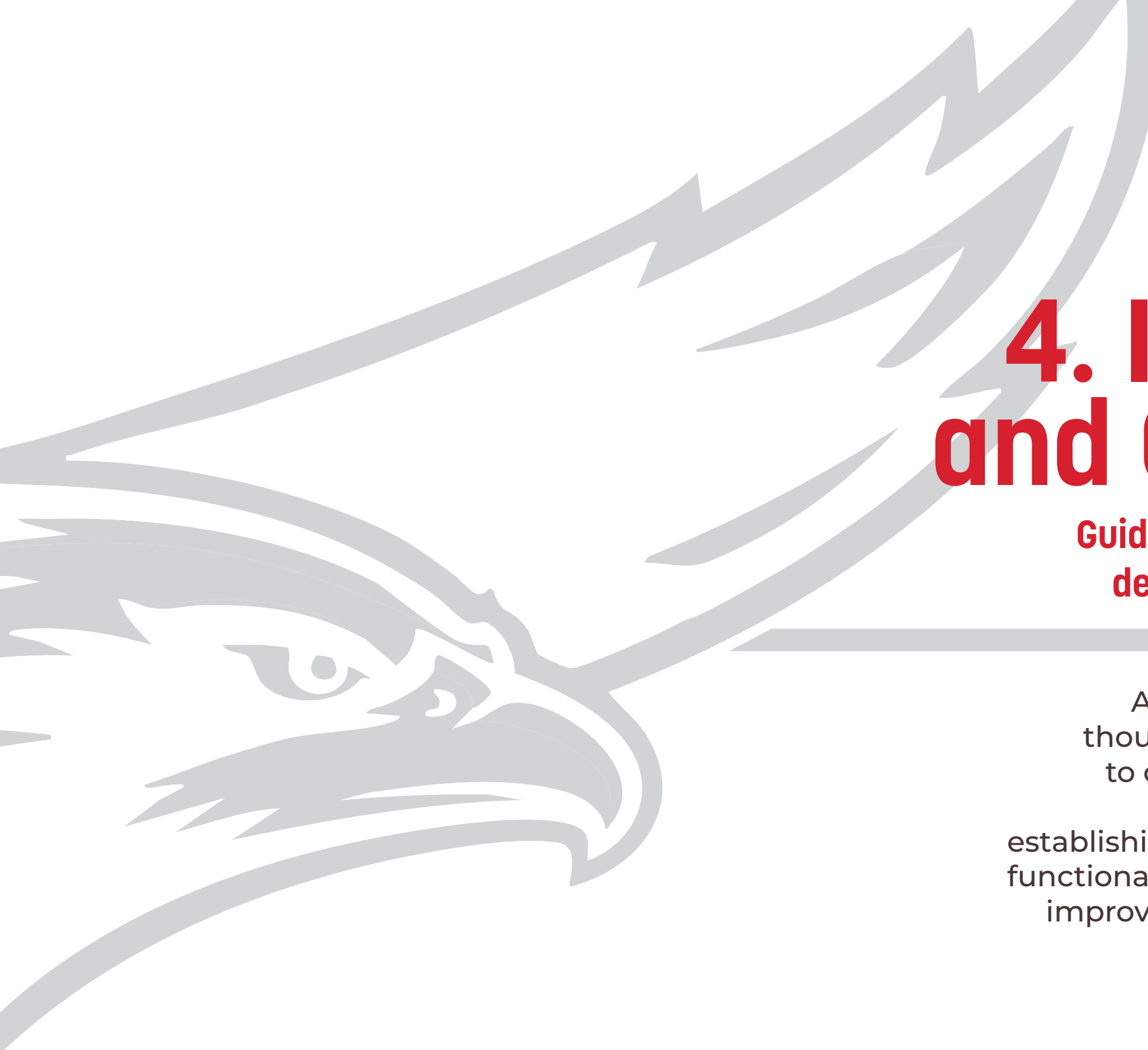
3. M. METHODOLOGY FOR ESTIMATED PROBABLE PROJECT COST

The cost estimates proposed in the table of Priority Projects are conceptual in nature and reflect 2026 construction dollars. These estimates are intended solely for high-level planning and budgeting purposes and may change as project scopes, market conditions, and design requirements evolve.

The estimates are based on preliminary lump-sum assumptions rather than detailed design documents, engineering analyses, or construction specifications. Actual project costs will depend on site-specific conditions, final design decisions, permitting requirements, procurement methods, and market conditions at the time of bidding and construction.

Each project will require a separate design effort and detailed cost analysis (as design and implementation approach) to establish a more accurate construction budget and project schedule.



A large, stylized graphic of an eagle's head in profile, facing right. The eagle is rendered in a light gray color, with its head and neck visible. The background of the page is white, and the eagle's head is positioned on the left side, with its neck extending towards the center. The eagle's head is composed of several curved lines, giving it a modern, abstract appearance. The eagle's eye is visible, and its beak is pointed downwards. The eagle's head is positioned on the left side of the page, with its neck extending towards the center. The eagle's head is composed of several curved lines, giving it a modern, abstract appearance. The eagle's eye is visible, and its beak is pointed downwards. The eagle's head is positioned on the left side of the page, with its neck extending towards the center.

4. Implementation and Campus Design

Guiding how projects are delivered and how future development contributes to a cohesive campus.

Achieving the vision of the master plan depends on thoughtful implementation and a consistent approach to campus development. The following pages outline strategies for advancing projects over time while establishing design guidance intended to create a cohesive, functional, and recognizable campus environment as future improvements are considered, planned, and constructed.



4. A. IMPLEMENTATION

4. A. I. IMPLEMENTATION AS A MEASURE OF SUCCESS

A facilities-focused master plan is only valuable if it helps guide real-world decisions. The Priority Projects identified throughout this document provide a roadmap for future investment and implementation, translating the Vision Statement, Guiding Principles, Objectives & Considerations, and other campus priorities into tangible actions. Successful implementation of these projects will help strengthen the campus, improve the student experience, modernize facilities, and position NMJC for continued success. It is also reasonable to assume that one measure of success for this plan will be the completion of Priority Projects, with implementation serving as a visible indicator of progress toward the campus vision.

However, implementation should not be viewed solely as the automatic completion of every project identified in this plan. The campus, institution, economy, funding environment, and educational landscape will continue to evolve. Enrollment patterns may change. New opportunities may emerge. Some facility needs may become more urgent, while others may diminish over time. This is both natural and expected.

For this reason, success should be measured not only by the projects that are completed, but also by the decisions that are thoughtfully reconsidered. In some cases, choosing not to implement a project may represent responsible stewardship and sound institutional leadership. Fiscal responsibility and healthy skepticism can be measures of success in their own right, as they reflect thoughtful deliberation and leadership that remains attuned to current conditions and campus needs. A project that no longer addresses a demonstrated need, no longer aligns with institutional priorities, or no longer represents the best use of resources should be reevaluated before moving forward. There is little value in adhering rigidly to a master plan if elements of that plan have become

obsolete or warrant significant revision. However, any such decisions or changes should be carefully considered and documented.

This balance between action and restraint is a central principle of implementation and an important measure of this plan’s success. The master plan is intended to guide decision-making, not replace it. It establishes a long-term direction for the campus while recognizing that future leaders must retain the flexibility to respond to changing conditions. When used appropriately, the plan provides both continuity and adaptability, helping NMJC make informed decisions while remaining responsive to future opportunities and challenges.

TWO MEASURES OF SUCCESS

Successful implementation occurs when:

- ▶ Priority Projects are completed and provide meaningful benefit to the campus.
- ▶ Facilities and infrastructure investments align with demonstrated needs.
- ▶ Projects advance the Vision Statement and are guided by the Objectives & Considerations.
- ▶ Investments improve the student, employee, and visitor experience.
- ▶ Campus resources are used responsibly and strategically.

Successful implementation also occurs when:

- ▶ Projects are deferred because conditions no longer support them.
- ▶ Alternative solutions better address institutional needs.
- ▶ Resources are redirected to higher-priority opportunities.
- ▶ Changing enrollment, programs, or funding conditions warrant a different approach.
- ▶ Decisions reflect responsible stewardship and sound financial management.

BALANCING CONTINUITY AND FLEXIBILITY

A successful master plan provides stability without becoming rigid. While individual projects, timelines, and priorities may evolve, the broader vision for the campus should remain consistent. This master plan establishes an initial framework that can endure through changes in leadership, funding cycles, enrollment trends, and institutional priorities. At the same time, it can be interpreted and applied in different ways to remain useful and relevant as conditions change. This flexibility allows the institution to adapt without losing sight of the vision and goals established through this comprehensive planning process.

By maintaining a commitment to the long-term direction of the campus while allowing flexibility in implementation, NMJC can continue making incremental progress toward its goals without requiring constant reinvention of its planning efforts. This plan is designed to endure, but it is also intended to be revisited and updated regularly. Its effectiveness diminishes if it remains a static document for years at a time. The master plan is most valuable when it is actively used to guide decisions and periodically refined to improve its effectiveness. Without regular review and updates, it will gradually lose relevance because it reflects the conditions, priorities, and assumptions that existed when it was originally prepared.

The result is a planning approach that provides both continuity and adaptability, ensuring that future decisions remain connected to a larger vision while responding appropriately to changing conditions.

4. A. II. IMPLEMENTATION STRATEGIES

The following strategies are intended to help NMJC use this master plan as an active decision-making tool rather than a static document. These strategies are not intended to be prescriptive. Instead, they provide recommendations for keeping the plan relevant, actionable, and aligned with institutional priorities over an extended period of time.

USE THE PLAN AS A DECISION-MAKING FRAMEWORK

Before significant capital investments are initiated, proposed projects should be evaluated against the Vision Statement, Guiding Principles, Objectives & Considerations, and the Priority Projects identified throughout this document.

Key questions may include:

- ▶ Does the project address a demonstrated need?
- ▶ Does the project support institutional priorities?
- ▶ Does the project advance the long-term campus vision?
- ▶ Is the project the best use of available resources?
- ▶ Does the project remain relevant under current conditions?

REVISIT PRIORITIES REGULARLY

Priorities should be reviewed periodically to ensure they continue to reflect campus needs and institutional goals.

Regular review helps NMJC:

- ▶ Identify emerging opportunities.
- ▶ Respond to changing enrollment trends.
- ▶ Adapt to evolving academic programs.
- ▶ Coordinate projects with funding opportunities.
- ▶ Maintain alignment with institutional objectives.

ALIGN PROJECTS WITH FUNDING OPPORTUNITIES

Many campus improvements depend on state appropriations, grants, partnerships, and institutional funding.

Whenever possible, projects should be evaluated and positioned so that they can take advantage of available funding opportunities while remaining consistent with the broader direction established by this plan.

FOCUS ON INCREMENTAL PROGRESS

Not every recommendation must be implemented immediately to achieve meaningful results.

Smaller improvements, renovations, infrastructure upgrades, and phased investments often provide significant benefits while advancing larger long-term goals. Incremental implementation allows the campus to continue making progress even when major capital funding is unavailable.

PRIORITIZE STEWARDSHIP OF EXISTING ASSETS

Existing facilities represent a substantial institutional investment built over many years.

Before pursuing new construction, NMJC should continue evaluating opportunities to:

- ▶ Modernize existing facilities.
- ▶ Improve building utilization.
- ▶ Extend facility life cycles.
- ▶ Reduce deferred maintenance.
- ▶ Improve operational efficiency.

In many cases, renovation and modernization may provide greater value than expansion alone.

MAINTAIN THE PLAN AS A LIVING DOCUMENT

The Campus-wide Facilities Master Plan should remain an active reference for planning and decision-making.

As projects are completed and conditions evolve, the plan should be updated through the governance framework established in this document. Periodic review helps ensure that recommendations remain relevant and that future decisions continue to support the long-term vision of the campus.

PRESERVE LONG-TERM OPPORTUNITIES

Some opportunities identified in this plan may not be realized for many years. Even when implementation is not imminent, NMJC should remain mindful of preserving strategic sites, infrastructure corridors, expansion areas, and future development opportunities whenever practical.

Protecting these opportunities today provides flexibility for future campus leadership and helps prevent short-term decisions from limiting long-term options.

MAINTAIN INSTITUTIONAL ALIGNMENT

The most successful implementation efforts occur when facilities planning, budgeting, academic planning, enrollment planning, and operational decision-making work together.

This master plan should be used alongside other institutional planning efforts (such as the NMJC Strategic Plan) to ensure that physical development continues to support NMJC's broader mission, Vision Statement, and long-term goals.



4. B. CAMPUS DESIGN LANGUAGE & GUIDELINES

A strong and recognizable campus environment is built through consistent design decisions that guide how buildings, landscapes, and public spaces are developed over time. The NMJC campus has evolved through multiple phases of growth, and while individual buildings reflect the needs of their time, several shared design characteristics have emerged across the campus. This section establishes a set of design language guidelines that reinforce those existing strengths while providing further direction for future development.

Design language guidance in a master plan serves several purposes. It helps maintain a coherent visual vocabulary as new projects are added to campus. This ensures that facilities contribute to a unified campus identity, and provide a framework that architects, engineers, and campus leadership can reference when planning future improvements. These guidelines are not intended to limit creativity or innovation. Instead, they establish a consistent vocabulary that allows new buildings and spaces to feel connected to the broader campus while still responding to evolving educational and programmatic needs.

As NMJC continues to modernize facilities and expand programs, these design considerations will help ensure that new projects reinforce the character of the campus and contribute to a cohesive student experience. Over time, adherence to a shared design language will strengthen the identity of NMJC and create a campus environment that is easily recognizable, welcoming, and consistent.



The John Shepard Administration Building reflects NMJC's longstanding use of layered brick and complementary materials, a design approach that has remained consistent throughout the campus's history (image from 1966).

4. B. I. ARCHITECTURAL CHARACTER

The architectural character of the NMJC campus reflects a balance between institutional durability and contemporary design. Several of the campus's more recent buildings and renovations demonstrate how modern construction techniques can be integrated with the established architectural vocabulary of the campus.

Brick has historically served as the primary exterior material for many campus buildings and remains a defining element of the campus architectural identity. In many cases, the brick façade is layered over additional materials rather than functioning as a simple exterior surface. Windows are often introduced by interrupting the brick layer to reveal a secondary façade layer behind it, typically composed of stucco or metal panels. This layered façade approach provides depth and visual interest while maintaining the consistent use of brick across the campus. It should be noted that brick materials typically do not reach all the way to the parapet level.

New construction and renovations should continue to build upon this architectural vocabulary by emphasizing durable materials, thoughtful façade composition, and clearly defined building entrances. Buildings should be designed with a long institutional lifespan in mind, incorporating materials and systems that can withstand the climate and minimize long-term maintenance needs.

While consistency is important, future buildings should also reflect the evolving needs of the campus. Contemporary design elements such as expanded glazing, energy-efficient building systems, and improved shading strategies can enhance both the performance and visual character of new facilities while remaining compatible with the established broader campus aesthetic.

[SEE RIGHT]: The consistent use of brick and complementary materials across NMJC reinforces an established material and color palette. This maintains a cohesive campus identity while allowing accents to stand out and consistent colors to subtly tie the campus together.

4. B. II. MATERIALS & FAÇADE COMPOSITION

Maintaining a consistent materials palette is one of the most effective ways to reinforce a unified campus design language. Across NMJC, several materials and finishes have become part of the campus visual vocabulary and should continue to inform future construction and renovation projects.

The primary building material across campus is brick, typically used as the dominant exterior surface on building façades. Complementary materials include metal panel systems, stucco finishes, and curtain wall glazing that are used to highlight entrances, accent façade elements, and introduce transparency into key spaces.

Recent building projects have also introduced a distinctive redwood-colored metal panel that is often used to emphasize building entrances and important architectural elements. This accent material appears in several campus buildings and renovations and serves as a recognizable visual marker that highlights primary entry points.



Large glazed areas are typically used to signal gathering spaces, study areas, or other communal environments within buildings. Examples of this approach can be seen in buildings such as the Pannell Library and Ben Alexander Hall, where curtain wall glazing creates visual transparency and allows interior activity to be visible from the surrounding campus environment.

Future projects should continue to use this layered façade approach and established materials palette while allowing flexibility for architectural expression and innovation.

4. B. III. LANDSCAPE & OUTDOOR SPACES

The landscape environment plays an equally important role in shaping the character of the NMJC campus. Open spaces, courtyards, and pedestrian areas provide opportunities for students to study, gather, and move comfortably across campus.

Landscapes should be designed to support both everyday campus life and larger campus events. Shaded seating areas, flexible plazas, and informal gathering spaces help create environments where students can interact outside of the classroom. These outdoor spaces also strengthen the relationship between buildings and circulation routes, helping organize movement across campus.

Given the climate conditions of southeastern New Mexico, landscape strategies should emphasize durability and water efficiency. Shade structures, drought-tolerant planting, and thoughtful building orientation can help create comfortable outdoor environments while reducing long-term maintenance and irrigation demands.

Outdoor spaces should also reinforce the organization of the campus by creating identifiable nodes and gathering areas near key facilities. Courtyards, plazas, and open lawns (likely with artificial turf or alternate surfaces) can help establish a sense of place and support student life across the campus environment.

4. B. IV. GATEWAYS & CAMPUS IDENTITY

Clearly defined campus gateways help establish a strong first impression for visitors and reinforce the identity of the institution. As the campus continues to evolve, gateway elements should help signal arrival and guide visitors toward the Academic Core and major destinations.

Gateway treatments may include signage elements, landscape features, lighting, and architectural markers that create a sense of entry. These elements should be coordinated with campus branding and design language to ensure a cohesive identity across the campus environment.

Primary gateways should focus on key vehicular and pedestrian entry points, while secondary gateways may help define transitions between major campus areas. Over time, these gateway improvements will help strengthen campus orientation and create a more welcoming environment for students, visitors, and community members.



4. B. V. PUBLIC SPACE DESIGN

Public spaces, both indoors and outdoors, are essential components of the campus environment and contribute directly to student life and campus activity. Well-designed plazas, courtyards, lounges, study areas, and interior gathering spaces create opportunities for both informal interaction and organized events, helping extend the learning environment beyond the classroom.

These spaces should be designed with flexibility in mind so they can support a variety of uses throughout the academic year. Movable seating, varied furniture types, adaptable layouts, shade or weather protection (if outside), and integrated lighting can help create environments that remain active during different times of day and across seasons.

Public space design should also reinforce pedestrian movement both within buildings and between them. Gathering areas located along primary circulation routes, near entrances, or within building commons naturally become active hubs of campus life and help strengthen the connection between indoor and outdoor environments.

Special attention should be given to spaces that support student housing, academic collaboration, and campus events. These areas should accommodate group study, social interaction, informal meetings, and flexible learning opportunities that can occur both inside buildings and in adjacent outdoor spaces.



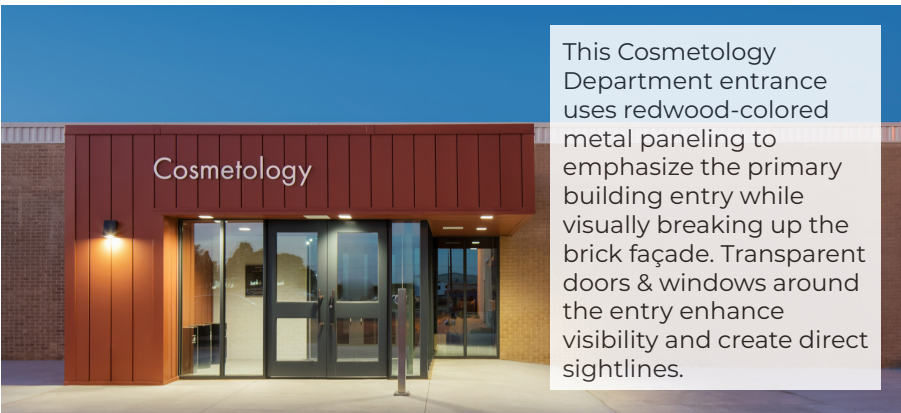


4. B. VI. WAYFINDING & CAMPUS SIGNAGE

Clear and consistent wayfinding is critical for helping students, visitors, and staff navigate the campus effectively. A coordinated signage system improves campus usability, reduces confusion for first-time visitors, and strengthens the overall identity of the institution.

Campus signage should include a hierarchy of information that guides users from the campus edge to specific buildings and destinations. Gateway signage, directional signage, building identification signs, and pedestrian wayfinding elements should all be designed as part of a unified system.

Consistency in materials, typography, and placement will help reinforce the visual identity of NMJC while ensuring that signage remains legible and effective. Wayfinding improvements should also be coordinated with pedestrian circulation enhancements so that paths, plazas, and building entrances are clearly connected.



4. B. VII. SPECIAL DESIGN CONSIDERATIONS

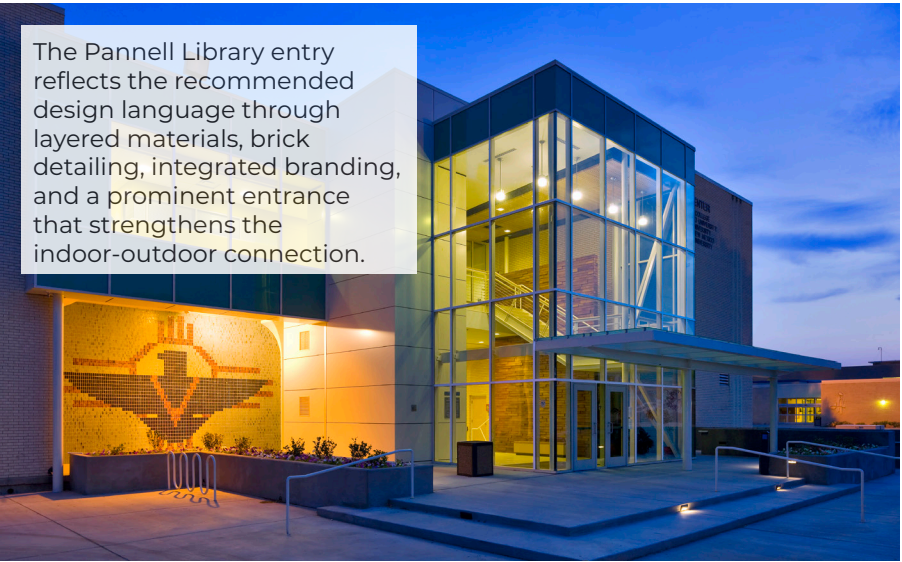
Different campus facilities have unique functional requirements that influence how they are designed and integrated into the campus environment. While maintaining a consistent design language is important, certain building types may require specific design responses.

Academic buildings should prioritize visibility, accessibility, and connections to outdoor gathering spaces that support informal learning and collaboration. Workforce development facilities may require larger floor plates, specialized equipment areas, or direct vehicular access for training programs and industry partnerships.

Student housing facilities should focus on creating comfortable residential environments that balance privacy with shared community spaces. Courtyards, study areas, and common spaces can help strengthen the residential experience while maintaining connections to the broader campus.

Athletics and recreation facilities often function as major campus destinations and may require larger building footprints, event-oriented plazas, and strong connections to parking and circulation systems.

By acknowledging the needs of different program types while maintaining consistent architectural and landscape design principles, NMJC can ensure that future projects contribute to a cohesive and



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4. C. FUTURE MEPT REPORT

4. C. I. GENERAL

This Mechanical, Electrical, Plumbing, and Technology (MEPT) report was prepared by Bridgers & Paxton Consulting Engineers and is intended to assist the College in planning to accommodate the immediate planned growth of the campus and required changes to the mechanical and electrical infrastructure. Currently planned projects within the next 10 years that will significantly impact the infrastructure include:

PROJECT	AREA (SQUARE FEET - SF)	TIME FRAME
Renovation of the Vocational B Building	20,500	2026-2028
New 200-Bed Student Housing Building	106,700	2026-2028
New Cafeteria	40,000	2026-2028

4. C. II. CHILLED WATER SYSTEM

GENERATION

As the existing chilled water plant is at capacity and the projects above will add 334 tons of load to the campus. To accommodate this load the recommendation is the addition of a new cooling plant located just south of the Mary Hagelstein Industrial Arts Center. This plant will be designed to connect into the existing buried chilled water distribution piping heading south out of the existing Central Plant to serve the loads to the south of the loop including the New 200-Bed Student Housing Project and Cafeteria. As this southern piping loop will be valved and isolated from the current Central Plant this will free up new chilled water capacity in the existing Central Plant for additional loads within Thunderbird Circle. The anticipated new capacities are summarized in the next column:

BLDG NO.	BLDG.	AREA (SQUARE FEET - SF)	COOLING PLANT LOAD (TONS)	HEATING PLANT LOAD (MBH)
14	Harold Runnels Residence Hall	18,200	36	364
15	Glen & Rosemary Houston Hall	18,200	36	364
16	John Watson Apts.	34,400	69	688
17	Carroll Leavell Apts.	32,900	66	658
19	Bob & Bonnie Moran Hall	31,500	63	630
33	Auction Warehouse	12,000	24	240
31	Career Tech & Vocational	24,500	49	490
NEW	Cafeteria	40,000	80	800
NEW	Student Housing	106,700	213	2134
	TOTAL	318,400	637	3434

The loads indicated above are based on the current apparent plant capacities of 500 sqft per ton for cooling and 20 mbh/sqft. To accommodate these loads, the recommendation is for the new chiller plant to consist of (2) 600 ton water cooled chillers served by cooling towers, with space to add another in the future. This configuration would provide 100% redundancy for chilled water generation and the ability to double the capacity in the future. Water cooled chillers are recommend for this plant due to the increase in efficiency and the overall size of the chillers.

Removing the loads as indicated above should reduce the load on the existing central plant to an estimated 653 tons allowing for an additional 147 tons of future load. It is also recommended that as the older chillers are replaced in the existing central plant their capacity is increased to allow for even more future capacity.

4. C. III. HEATING HOT WATER SYSTEM

GENERATION

It is anticipated that the new buildings be served from the existing heating hot water loop served from the existing Central Plant. Based on planned loads, additional capacity is likely to be accommodated by a new heat exchanger.

4. C. IV. ELECTRICAL SYSTEM

UNDERGROUND PRIMARY SYSTEM DISTRIBUTION

The campus primary system is split and connected inside the campus from the (2) metered points of service. Both meters feeding separate parts of the campus and primary switches located throughout the campus are currently set to split the campus load between the two meters. It is unknown which buildings are fed from which meter. Switch positions are not apparent without accessing each switch. The primary switches were not accessed during field visits. It is recommended that the switch positions and associated fuse sizes be investigated and documented on a single line diagram (SLD) in order to map how the primary system is currently fed and to understand which buildings are currently connected to which of the two existing meters.

Based on current data indicated in the table below, there is sufficient capacity within the existing 12.47 kV primary system for the planned loads. Additionally Excel Energy has indicated that they can fuse the existing southern system fed from W. Millen from 100A up to 150A if needed.

As stated above, access the switchgear was not possible to make this determination during the site investigation. It is recommended that NMJC utilize their on call contractor to field verify the existing switch positions. Once this has been determined the recommendation is that the open point is in the middle of the load. However, based on the information the existing conductor sizing is adequate based on the system being split at about 200A per meter.

MAIN CAMPUS PEAK POWER USAGE
(2024-2025)

MONTH -YEAR	TOTAL POWER DEMAND (kVA)	TOTAL REAL DEMAND (kW)	AMPS @ 12.47 kV
OCT-24	1359	1359	63
NOV-24	912	912	42
DEC-24	815	815	38
JAN-25	735	735	34
FEB-25	873	873	40
MAR-25	839	839	39
APR-25	865	865	40
MAY-25	1027	1027	48
JUN-25	963	963	45
JUL-25	1029	1029	48
AUG-25	1151	1150	53
SEP-25	1223	1223	57

Data obtained from Excel Energy invoices.

4. C. V. TECHNOLOGY SYSTEM

DISTRIBUTION

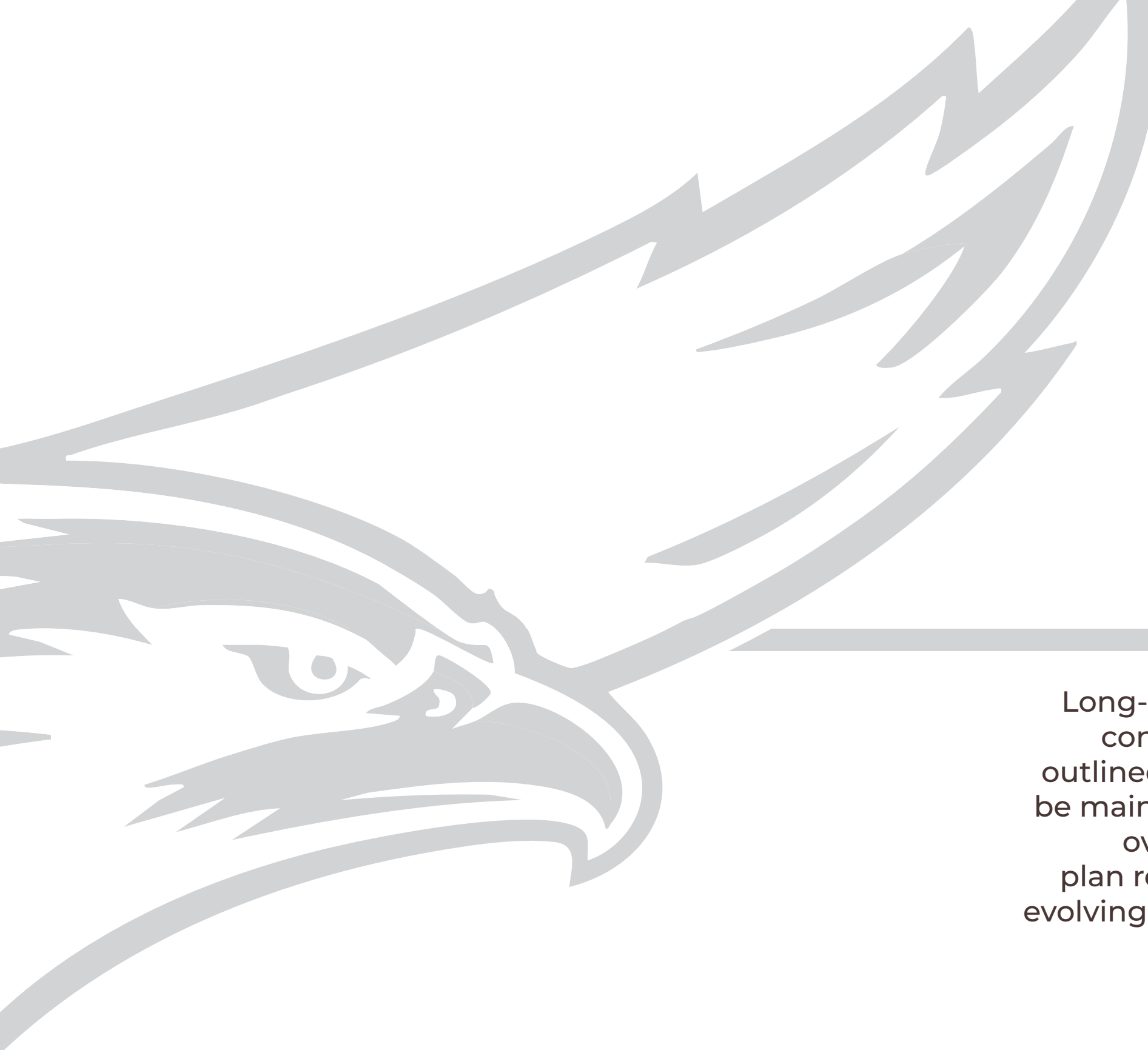
To improve the resiliency of the existing technology systems, the recommendation is new network backbone will be installed along a loop road that circles the perimeter of the Equestrian Campus. This repositioning offers several benefits

- **Better protection** - Moving the infrastructure to the edge keeps it away from heavy vehicle traffic, reducing the risk of accidental damage
- **Future-ready design** - Several buildings are planned for construction or renovation on campus. The loop design will make it easy to connect each facility to the network without major infrastructure work later
- **Proactive planning** - The network pathways will be installed before the buildings are completed, so connectivity will be ready as soon as each facility opens

As a part of this master planning process new campus-wide WiFi and infrastructure is planned including a new Data Center at the Mary Hagelstein Industrial Arts Center.





A large, stylized graphic of an eagle's head in profile, facing right. The eagle is rendered in a light gray color, with its head and neck visible. The background of the page is white, and the eagle's head is positioned on the left side, with its neck extending towards the center. The eagle's head is composed of several curved lines, giving it a modern, abstract appearance. The eagle's eye is visible, and its beak is pointed. The eagle's head is positioned on the left side of the page, with its neck extending towards the center. The eagle's head is composed of several curved lines, giving it a modern, abstract appearance. The eagle's eye is visible, and its beak is pointed. The eagle's head is positioned on the left side of the page, with its neck extending towards the center.

5. Plan Governance & Stewardship

Maintaining, updating, and administering the master plan over time.

Long-term planning requires an approach that balances continuity with flexibility. The governance procedures outlined in this section establish how the master plan will be maintained, amended, documented, and administered over time. These procedures help ensure the master plan remains relevant, transparent, and aligned with the evolving needs and priorities of New Mexico Junior College as it continues to serve its students and the surrounding community.



5. A. PLAN GOVERNANCE

5. A. I. PURPOSE AND INTENT

The NMJC Campus-wide Facilities Master Plan is intended to serve as a long-term guide for campus development, facility investments, infrastructure improvements, and strategic decision-making. The plan was developed through an extensive process involving campus leadership, stakeholder engagement, technical analysis, and review by the NMJC Board of Directors before its adoption. As a result, the plan reflects not only current institutional priorities, but also a shared vision for the future of the entire campus.

To preserve the integrity of that vision, changes to the master plan should be made thoughtfully, transparently, and with an appropriate level of review. While the plan must remain flexible enough to respond to changing conditions, it should not be modified in a manner that undermines its purpose, intent, or long-term value.

This governance framework establishes a clear process for maintaining, amending, updating, and, if necessary, replacing the master plan. The procedures are designed to balance adaptability with accountability by ensuring that the level of review required is proportional to the significance of the proposed change.

5. A. II. GOVERNANCE STRUCTURE

This master plan is intended to be governed through NMJC’s existing leadership structure.

BOARD OF DIRECTORS

The NMJC Board of Directors is the College’s highest decision-making authority and serves as the final authority for the adoption, replacement, or dissolution of the master plan. The Board consists of seven elected members representing districts within the College’s service area.

EXECUTIVE CABINET

The Executive Cabinet consists of the President and Vice Presidents responsible for the administration and operation of the College. The Executive Cabinet serves as the primary body responsible for evaluating proposed amendments and ensuring consistency with institutional priorities and operational needs.

PRESIDENT’S COUNCIL

The President’s Council includes Deans, Directors, and other senior campus leadership positions. This body provides institutional expertise and operational perspectives on proposed amendments and serves as an advisory review body for significant changes.

FACILITIES MASTER PLAN STEERING COMMITTEE

The master plan planning process was guided by a Steering Committee composed primarily of representatives from the Executive Cabinet and President’s Council whose responsibilities were closely tied to campus facilities, operations, planning, and student experience. While the committee itself was established for the development of the original plan, its composition and role serve as the model for future major updates and comprehensive plan revisions.

5. A. III. AMENDMENT CATEGORIES

All proposed changes to the master plan shall be classified into one of four amendment categories. The amendment category determines the level of review and approval required.

If uncertainty exists regarding the appropriate amendment category, the proposal shall be reviewed under the more rigorous category.

5. A. IV. ADMINISTRATIVE AMENDMENTS

Administrative Amendments are minor changes that do not alter the intent, recommendations, policies, priorities, or direction of the master plan.

EXAMPLES

Administrative Amendments may include:

- ▶ Correction of spelling, grammar, formatting, or clerical errors.
- ▶ Updates to dates, statistics, enrollment figures, facility inventories, or other factual information.
- ▶ Updates to maps, graphics, photographs, or illustrations that do not greatly alter plan content.
- ▶ Clarifications that improve readability without changing meaning or intent.
- ▶ Documentation of completed Priority Projects.
- ▶ Addition of annual implementation summaries and progress reports.
- ▶ Updates to references, organizational titles, or department names resulting from administrative changes.

ANNUAL PROGRESS REPORT

To maintain the relevance and visibility of the master plan, NMJC is encouraged that the Executive Cabinet prepare an annual Campus-wide Facilities Master Plan Progress Report.

This report may summarize:

- ▶ Projects completed during the previous fiscal year.
- ▶ Projects currently underway.
- ▶ Projects delayed or deferred.
- ▶ Other significant facility investments.
- ▶ Emerging opportunities or challenges affecting implementation.

The report should be concise and attached to the plan as an Administrative Amendment. While strongly encouraged, preparation of an annual report is not required for the plan to remain valid.

APPROVAL PROCESS

Administrative Amendments may be proposed by:

- ▶ Any member of the Board of Directors.
- ▶ Any member of the Executive Cabinet.
- ▶ Any member of the President's Council.

Administrative Amendments require:

1. Written documentation of the proposed amendment.
2. Review by the Executive Cabinet.
3. Approval by a simple majority of the Executive Cabinet.

Board approval is not required.

5. A. V. MINOR AMENDMENTS

Minor Amendments involve limited modifications to plan recommendations while maintaining the overall vision, goals, and intent of the master plan.

These amendments recognize that implementation priorities, funding opportunities, regulations, and institutional needs may evolve over time.

EXAMPLES

Minor Amendments may include:

- ▶ Significantly modifying Priority Project timelines.
- ▶ Adding, removing, or consolidating Priority Projects.
- ▶ Adjusting implementation strategies.
- ▶ Incorporating new state, federal, accreditation, or other regulatory requirements.
- ▶ Adding new appendices, studies, or supplemental planning documents that materially expand the information contained within the master plan.
- ▶ Significantly revising project sequencing due to funding, operational, or strategic considerations.
- ▶ Updating implementation recommendations to

reflect changed circumstances.

Minor Amendments shall not:

- ▶ Alter the overall vision of the master plan.
- ▶ Remove or substantially revise major plan goals
- ▶ Change the governance framework established in this section.
- ▶ Fundamentally alter the campus development strategy.

APPROVAL PROCESS

Minor Amendments may be proposed by:

- ▶ Any member of the Board of Directors.
- ▶ Any member of the Executive Cabinet.
- ▶ Any member of the President's Council.

Minor Amendments require:

1. Written amendment request and supporting justification.
2. Review by the President's Council.
3. Recommendation for approval by a simple majority of the President's Council.
4. Review by the Executive Cabinet.
5. Approval by a simple majority of the Executive Cabinet.

This additional review step distinguishes Minor Amendments from Administrative Amendments and ensures that changes affecting plan recommendations receive broader institutional consideration.

5. A. VI. MAJOR AMENDMENTS

Major Amendments are substantial changes that materially alter the content, direction, governance, or intent of the master plan.

These amendments should be uncommon and should only be pursued when significant institutional, financial, operational, or external circumstances

warrant such changes.

EXAMPLES

Major Amendments may include:

- ▶ Addition of entirely new chapters or major plan components.
- ▶ Removal of major sections of the plan.
- ▶ Significant revision of plan goals or recommendations.
- ▶ Major modification of the Vision Statement, Guiding Principles, Objectives & Considerations, or Priority Projects framework.
- ▶ Changes to the governance and amendment procedures contained within this section.
- ▶ Significant shifts in campus development priorities or facility strategies.
- ▶ Major revisions to land use, campus organization, or development concepts.

APPROVAL PROCESS

Major Amendments may be proposed by:

- ▶ Any member of the Board of Directors.
- ▶ Any member of the Executive Cabinet.
- ▶ Any member of the President's Council.

Major Amendments require:

1. Written amendment request and supporting rationale.
2. Review by the President's Council.
3. Approval by a simple majority of the President's Council.
4. Public engagement process.
5. Review by the Executive Cabinet.
6. Approval by a simple majority of the Executive Cabinet.
7. Presentation to the Board of Directors.



8. Approval by a simple majority of the Board of Directors.

5. A. VII. COMPREHENSIVE PLAN UPDATE, REPLACEMENT, OR DISSOLUTION

A comprehensive plan update, replacement, or dissolution represents the most significant action that can be taken regarding the master plan.

This category applies when the College determines that the plan has reached the end of its useful life, that circumstances have changed so substantially that a new planning effort is required, or that the existing plan should no longer guide institutional decision-making.

EXAMPLES

This category may include:

- ▶ Preparation and adoption of an entirely new facilities-focused master plan.
- ▶ Comprehensive updates that substantially rewrite the existing plan.
- ▶ Replacement of the master plan with another governing planning document.
- ▶ Formal dissolution of the Campus-wide Facilities Master Plan without immediate replacement.

APPROVAL PROCESS

A comprehensive plan update, replacement, or dissolution would typically originate from campus leadership in response to changing institutional priorities, campus needs, or external conditions. However, no specific initiating body is required.

Any of these actions shall require:

1. Review by the Executive Cabinet.
2. Approval by a simple majority of the Executive Cabinet.

3. Presentation to the Board of Directors.
4. Approval by a simple majority of the Board of Directors.

If a new facilities-focused master plan is being adopted, the Board may simultaneously:

- ▶ Adopt the new plan.
- ▶ Repeal the previous plan (this master plan).
- ▶ Transfer governance authority to the newly adopted plan.

A separate dissolution action is not required when a replacement plan is adopted concurrently.

5. A. VIII. AMENDMENT DOCUMENTATION & RECORD KEEPING

To ensure transparency and maintain a clear record of the evolution of the master plan, all amendments shall be documented and retained as part of the official plan record.

AMENDMENT LOG

The Campus-wide Facilities Master Plan shall maintain an Amendment Log located at the beginning of the document or within an appendix.

The Amendment Log shall include:

- ▶ Amendment number.
- ▶ Amendment category.
- ▶ Amendment title.
- ▶ Brief description of changes.
- ▶ Date of approval.
- ▶ Approving body or bodies.
- ▶ Effective date.

ADMINISTRATIVE AMENDMENT RECORD

Administrative Amendments may be incorporated

directly into the document upon approval.

The Amendment Log shall record the nature and date of the change.

No separate appendix is required unless deemed necessary or helpful by the College.

MINOR AMENDMENT RECORD

Minor Amendments shall be incorporated into the document and accompanied by a summary memorandum included within the amendment log.

The summary memorandum shall describe:

- ▶ The changes made.
- ▶ The rationale for the changes.
- ▶ Approval dates and approving bodies.

MAJOR AMENDMENT RECORD

Major Amendments shall be accompanied by a formal amendment report included as an appendix to the master plan.

The report shall include:

- ▶ A description of all changes.
- ▶ The rationale for the amendment.
- ▶ Supporting analysis, studies, or documentation.
- ▶ Review and approval dates.
- ▶ Approving bodies.

COMPREHENSIVE PLAN UPDATE, REPLACEMENT, OR DISSOLUTION RECORD

Comprehensive updates, replacements, and dissolutions shall be documented through Board action and retained as part of the permanent institutional record.

When a new facilities-focused master plan is adopted, the previous plan should be archived rather than deleted to preserve institutional history and provide a

record of previous planning decisions.

INTERPRETATION AND CONFLICT RESOLUTION

The Executive Cabinet shall serve as the initial authority for determining amendment classifications and interpreting the provisions of this governance framework.

If significant disagreement exists regarding amendment classification or procedural requirements, the matter shall be elevated to the Board of Directors, whose determination shall be final.

No amendment may be intentionally divided into multiple smaller amendments for the purpose of avoiding a higher level of review. Multiple related amendments that collectively produce a Major Amendment shall be processed as a Major Amendment.

This provision is intended to preserve the integrity of the Campus-wide Facilities Master Plan and ensure that significant changes receive an appropriate level of review and oversight.

CHANGES TO BOARD INVOLVEMENT

Should the requirements governing actions of the Board of Directors ever change such that a simple majority vote is no longer sufficient for approval of an action during Board meetings, the revised voting threshold shall automatically apply to any actions under this master plan that require Board approval. This provision is intended to ensure that the governance procedures established within this master plan remain consistent with the New Mexico Junior College Board Policy Manual.

If such a change occurs, references throughout this master plan to approval by a simple majority vote of the Board may be updated through an Administrative Amendment without requiring any additional amendment process.

TABLE 11. AMENDMENT CATEGORIES AND REVIEW PROCESS		
AMENDMENT TYPE	TYPICAL EXAMPLES	REVIEW & APPROVAL PROCESS
The “Typical Examples” column provides representative examples only and should not be interpreted as a comprehensive list of all eligible actions.		
ADMINISTRATIVE AMENDMENT	▶ Clerical corrections ▶ Formatting updates ▶ Updated dates and statistics ▶ Revisions to facility inventories or factual data ▶ Updates to maps, graphics, or photographs ▶ Clarifications that do not change intent ▶ Documentation of completed Priority Projects ▶ Annual implementation summaries/progress reports	1. Proposal 2. Executive Cabinet Review 3. Simple Majority Approval by Executive Cabinet
MINOR AMENDMENT	▶ Adjusting Priority Project timelines ▶ Adding or removing Priority Projects ▶ Consolidating related Priority Projects ▶ Revising implementation recommendations ▶ Updating project sequencing ▶ Responding to regulatory or accreditation changes ▶ Adding substantial appendices or supporting studies ▶ Incorporating supplemental planning documents	1. Proposal 2. President’s Council Review 3. Simple Majority Approval by President’s Council 4. Executive Cabinet Review 5. Simple Majority Approval by Executive Cabinet
MAJOR AMENDMENT	▶ Majorly modifying the Vision Statement ▶ Adding or removing major plan sections ▶ Changing campus development direction ▶ Modifying governance procedures ▶ Revising land use or campus organization concepts ▶ Significant changes to plan content or intent	1. Proposal 2. President’s Council Review 3. Simple Majority Approval by President’s Council 4. Executive Cabinet Review 5. Simple Majority Approval by Executive Cabinet 6. Board of Directors Review 7. Simple Majority Approval by Board of Directors
COMPREHENSIVE PLAN UPDATE, REPLACEMENT, OR DISSOLUTION	▶ Adoption of a new facilities-focused master plan ▶ Comprehensive rewrite of the existing plan ▶ Replacement with a new planning document ▶ Formal dissolution of this master plan ▶ Major restructuring of the plan framework ▶ Establishment of a new long-term planning vision ▶ Retirement of the existing plan and governance structure	1. Proposal 2. Executive Cabinet Review* 3. Public Engagement Process 4. Simple Majority Approval by Executive Cabinet 5. Board of Directors Review 6. Simple Majority Approval by Board of Directors * President’s Council participation is encouraged during development of a new plan or major update, but formal approval is not required under this governance framework.



5. B. CONCLUSION: THE PATH FORWARD

The completion of the NMJC Campus-wide Facilities Master Plan represents an important milestone, but it should not be viewed as the end of the planning process. Instead, it marks the beginning of a new phase in which the ideas, priorities, and opportunities identified throughout this document can begin to influence future decisions. The true value of this plan will not be determined by the quality of the document itself, but by how it is used in the years ahead. A master plan that remains on a shelf has little value; a master plan that is actively consulted can help shape meaningful and lasting improvements across campus.

The future of NMJC will not be defined by a single project, building, or investment. Rather, it will be shaped through hundreds of decisions made over many years. Some of those decisions will involve major capital projects. Others may involve maintenance priorities, facility renovations, program expansion, land use considerations, partnerships, funding opportunities, or operational improvements. While the scale of these decisions may vary, each presents an opportunity to advance the broader direction established through this planning process.

The planning process that produced this document was intentionally comprehensive and tried to predict some of what may arise in the future.

This plan examined existing conditions, evaluated opportunities and constraints, considered long-term needs, and established a vision for the future physical development of campus. However, no planning process can anticipate every circumstance that may arise over the coming decades. Educational needs will evolve. Technologies will change. Student expectations will continue to shift. Economic conditions, funding availability, and workforce demands will influence priorities in ways that cannot be fully predicted today. For that reason, the strength of this master plan lies not in its ability to predict the future; it lies in its ability to provide direction while remaining flexible enough to adapt.

As future decisions are considered, the question should not simply be whether a proposal appears in this document. More importantly, decision-makers should consider whether an action supports the broader vision, advances institutional priorities, and contributes positively to the long-term organization and function of the campus. In some cases, this may result in the implementation of a Priority Project identified in the plan. In other cases, it may lead to a different solution that better addresses present-day conditions. Both outcomes can be consistent with the intent of this master plan when they are guided by thoughtful evaluation and sound judgment.

The physical campus will continue to evolve over time. Facilities will age and require reinvestment.

New programs will emerge and require space. Existing programs may expand, contract, or change focus. Student residential amenities will continue to develop alongside the academic mission of the institution. Future leaders will face opportunities and challenges that differ from those that exist today. Throughout these changes, the broader direction established by this plan should remain a valuable guide; it should provide continuity between generations of leadership, support informed decision-making, and help maintain focus on long-term goals.

The responsibility for implementing this plan does not belong to any single department, individual, or leadership group. Successful implementation will depend on continued coordination across the institution. Campus leadership, faculty, staff, students, governing bodies, community partners, and future decision-makers all have a role to play in shaping the future of NMJC. The most successful elements of this plan will likely be those that become integrated into routine discussions and decision-making processes; when the principles of the plan become part of how the institution evaluates opportunities, the plan itself becomes far more valuable than any individual recommendation it contains.

For this reason, NMJC should continue to examine this master plan on a regular basis in the years immediately following its adoption. Project priorities, funding opportunities, campus needs, and implementation strategies should all be reviewed periodically to ensure the document remains aligned with institutional goals and current conditions. These reviews can help identify opportunities for refinement, clarify emerging priorities, and maintain momentum toward long-term objectives. Regular engagement with the plan will help ensure that it remains an active planning tool rather than a historical record of past intentions.

In addition to these ongoing reviews, NMJC should undertake a comprehensive evaluation of the master plan within five years of its adoption. This review should assess implementation progress, evaluate the continued relevance of recommendations, and determine whether the overall direction established by the plan remains appropriate. The review should also identify any significant changes in institutional priorities, campus conditions, enrollment trends, workforce needs, or funding realities that may warrant significant updates. The goal of this effort should not be to rewrite the plan unnecessarily; rather, it should confirm that the institution remains on the right path and make adjustments where needed to strengthen the plan's effectiveness moving forward.

NMJC has spent more than six decades building a reputation as a trusted educational institution and community asset. The opportunities identified throughout this master plan provide a foundation for the next chapter of that story. The path forward will require thoughtful leadership, sustained commitment, and a willingness to adapt as conditions change. By continuing to use this master plan, refining it when necessary, and applying it in a manner consistent with the mission and goals of the institution, NMJC can continue to strengthen its campus, support its students, and serve the community for years to come.

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6. Appendix A

Facility Assessment





7. Appendix B

Existing Conditions





8. Appendix C

Roof Replacement Plan



Dekker



Memorandum

To: New Mexico Junior College Board Members

From: Dianne Marquez, Stephanie Ferguson, Will Thompson and Josh Morgan

Date: July 6, 2026

Re: HB 156 – HED Mandate for Literacy Coordinator in Educator Preparation Program

With the passage of House Bill 156 during the 56th Legislature, NMPED identified an urgent need for dedicated literacy coordinators to support the statewide transition to structured literacy. To those ends, an allocation of \$1 million dollars was appropriated to NMHED during the 57th Legislature for the establishment of such coordinator positions in all state higher education institutions with Educator Preparation Programs (EPPs). The institutions of higher education having education programs leading to licensure (n=11) were awarded an equal portion of that one-time funding (\$90,909 per institution) to hire a full-time Literacy Coordinator.

New Mexico Junior College offers an Alternative Licensure program, which affords those who have completed at least a bachelor's degree to complete a series of 4 courses (12 credit hours) in education that will lead to an initial teaching license in New Mexico. On average, NMJC enrolls 30-35 students in the Alternative Licensure program every semester. Each year, the college graduates approximately 15 students from the program. Frequently, the students who enroll in the Alternative Licensure program are employed via waiver at Hobbs Municipal Schools, Lovington Municipal Schools, Eunice Municipal Schools, and occasionally from outside of Lea County (e.g., Moriarty, Carlsbad, Artesia, etc.).

The Alternative Licensure program provides a service to local education agencies of Lea County and beyond. Currently, the program is served by two full-time faculty members who also teach courses in early childhood education and basic English. During the April 2026 Board meeting, the NMJC Board approved the establishment of a new "Director of Education Programs" position, in part, to support the unfunded NMHED mandate requiring all education programs leading to licensure to obtain and maintain third-party, programmatic accreditation (CAEP – Council for the Accreditation of Educator Preparation) as well as to expand the college's licensure programming. The Director of Education Programs position was posted for 30 days and did not yield any viable candidates at the current salary band.

To comply with the NMHED mandate established under HB 156, NMJC must create a new full-time Literacy Coordinator position. Based on the qualifications required by the state, including a master's or doctoral degree in education, literacy, or reading, along with a minimum of five years of experience as a classroom teacher, reading specialist, or literacy coach, we anticipate that a salary of approximately \$90,000 will be necessary to attract and retain a qualified candidate. Accordingly, we are proposing a nine-month faculty position with a salary budget of \$92,969 and an associated benefits budget increase of \$40,000. NMJC will receive \$90,909 in one-time funding from the New Mexico Higher Education Department to support this position; however, any salary and benefit costs exceeding the state allocation will be the

responsibility of the College. Additionally, because the Literacy Coordinator position will report directly to the Director of Education Programs, it is necessary to adjust the compensation for the Director position to maintain an appropriate supervisory salary relationship and improve recruitment prospects. The Director of Education Programs position was approved in the FY26 budget at a salary of \$69,614, but recruitment efforts at that salary level did not produce viable candidates. Therefore, we are proposing to increase the Director salary budget to \$114,072 and increase the associated benefits budget by \$18,000. Approval of these budget adjustments is necessary for NMJC to meet state requirements and continue operating its educator preparation and alternative licensure programs.

We are seeking the Board's approval to establish the Literacy Coordinator position, increase the salary budget by \$137,427 (\$92,969 for the new Literacy Coordinator position and \$44,458 for the Director of Education Programs position), and increase the benefits budget by \$58,000 for the two positions combined. These adjustments are necessary to comply with the NMHED mandate established under HB 156, recruit and retain qualified personnel, and ensure the continued success and sustainability of NMJC's educator preparation and alternative licensure programs.



MEMORANDUM

UPDATED July 6, 2026

TO: Higher Education Presidents, Chancellors, Provosts, and Leaders

FROM: Stephanie M. Rodriguez, Cabinet Secretary, New Mexico Higher Education Department *SMR*
Mariana Padilla, Cabinet Secretary, New Mexico Public Education Department

CC: Dr. Patricia Trujillo, Deputy Secretary, New Mexico Higher Education Department
Dr. Amanda DeBell, Deputy Secretary, New Mexico Public Education Department
Gerald Hoehne, Chief of Staff, New Mexico Higher Education Department
Mark Chisholm, Director, Academic Affairs and Policy, New Mexico Higher Education Department
Taña Martinez, Director, Institutional Finance, New Mexico Higher Education Department
Savana Simbola, Financial Coordinator A, New Mexico Higher Education Department
Dr. Brit Gallegos, Data Analyst II, New Mexico Higher Education Department
Nicole Macias, Principal Budget and Policy Analyst, New Mexico Department of Finance and Administration
Connor Jorgenson, Principal Analyst, New Mexico Legislative Finance Committee

RE: Literacy Coordinators at Higher Education Institutions

With the passage of House Bill 156 (House Bill 156) during the 56th Legislature, educator preparation programs (EPPs) identified an urgent need for dedicated literacy coordinators to support the statewide transition to structured literacy. HB 156 established new statutory requirements for evidence-based reading instruction, including alignment to the science of reading and strengthened preparation for teacher candidates. Literacy coordinators are essential to help EPPs redesign coursework, ensure faculty training, and maintain fidelity to the instructional expectations outlined in HB 156. Therefore, a total allocation of \$1 million dollars was appropriated to the New Mexico Higher Education Department during the 57th Legislature for literacy coordinators within colleges of education statewide. Their role is central to achieving consistent, high-quality implementation of structured literacy across all EPPs in New Mexico.

Higher education institutions eligible for this funding must offer full baccalaureate degree programs that lead to initial state teaching licensure or provide a direct pathway to licensure through approved alternative routes and transfer agreements. Prioritizing these higher education institutions ensures that the allocation directly supports the preparation of future teachers who are required to meet the structured literacy competencies established under HB 156.

The New Mexico Higher Education Department will provide guidance and oversee the distribution of the Fiscal Year 2027 appropriation supporting literacy coordinator positions at eligible EPPs. This memo outlines key information to assist higher education institutions in preparing for implementation and the distribution of funds. Each eligible college and university—listed later in this memo—will receive funding to support one full-time literacy coordinator. No application is required;



all eligible EPPs will receive funds upon submission of a scope of work (SOW). A memorandum of understanding (MOU) or memorandum of agreement (MOA) will be issued following the New Mexico Higher Education Department's receipt and approval of the SOW.

Each higher education institution's SOW must reflect the requirements of HB 156, specifically the need to hire a core faculty member with specialized, evidence-based expertise in the science of reading. The SOW must clearly describe how the EPP will meet each of the required responsibilities identified in this memorandum, including implementation timelines, anticipated deliverables, reporting expectations, and collaboration with the New Mexico Public Education (NMPED).

Higher education institutions are expected to hire one new full-time staff member for this role rather than reassigning existing personnel or contracting part-time support. Literacy Coordinators will also be responsible for meeting reporting and compliance requirements associated with HB 156 and ensuring ongoing alignment with statewide structured literacy expectations.

The key responsibilities of the literacy coordinator position reflect the statewide expectations established under HB 156 and the coordinated implementation efforts among the New Mexico Higher Education Department, the New Mexico Public Education Department, and EPPs. Literacy coordinators will be responsible for:

- Developing deep knowledge of structured literacy, the science of reading, and evidence-based literacy practices.
- Supporting implementation of the required 100-hour structured literacy observation placements with LETRS-trained mentor teachers.
- Ensuring alignment of coursework, syllabi, and clinical experiences with structured literacy requirements.
- Coordinating with New Mexico Public Education Department, New Mexico Early Childhood Education and Care Department, and local education agencies (LEAs) on literacy placements and statewide literacy initiatives.
- Tracking candidate performance on literacy-related assessments and supporting state and accreditation reporting.
- Leading continuous improvement efforts related to structured literacy within the EPP.

To meet these responsibilities, Literacy Coordinators must possess the following qualifications:

- A minimum of five years of experience as a classroom teacher, reading specialist, or literacy coach.
- A master's or doctoral degree in education, literacy, or reading.
- A strong understanding of reading processes, assessment, and adult learning.
- The ability to collaborate effectively with higher education faculty, state agencies, and LEAs.



UPDATED Distribution

The following institutions, each of which has met the eligibility criteria outlined earlier in this memo, will receive the Fiscal Year 2027 allocation to support one full-time literacy coordinator:

Fiscal Year 2027 Literacy Coordinator Funding Distribution	
Institution	Distribution Amount
University of New Mexico	\$90,909
New Mexico State University	\$90,909
New Mexico Highlands University	\$90,909
Western New Mexico University	\$90,909
Eastern New Mexico University	\$90,909
New Mexico Institute of Mining and Technology	\$90,909
Northern New Mexico College	\$90,909
Santa Fe Community College	\$90,909
Central New Mexico College	\$90,909
New Mexico Junior College	\$90,909
San Juan College	\$90,909
Total	\$1,000,000

Submission

Please submit your Scope of Work (SOW) to the New Mexico Higher Education Department no later than close of business on Wednesday, July 8, 2026. SOWs may be emailed to Director Taña Martinez, Institutional Finance Division, at Tana.Martinez@hed.nm.gov with a copy to Savana Simbola, Financial Coordinator, at Savana.Simbola@hed.nm.gov.

Questions

If you have any questions regarding this correspondence, please contact Director Taña Martinez at Tana.Martinez@hed.nm.gov.