

Objectives/Activities	Activity ID	Start Date	Completion Date	% Complete	Status	Task Leader	Others	Final Update
Vision One								
Objective 1: To ensure quality, develop and annually revise a comprehensive plan to evaluate all instructional programs. This plan will enhance the decisions of the college to revise or delete instructional programs		2/21/2002	12/31/2005	100%	complete & ongoing	Rich Fleming	Mary Jane Ward Mickey Best	
Will be conducting program evaluations on Office Technology and CIS in fall and spring.	1	8/1/2002	5/1/2004	50%	in progress	Mary Jane Ward		Review in Office Tech/CIS was postponed with the decision of two faculty to retire. Review will be conducted in Fall 2003 or early Spring 2004. Livestock judging has been discontinued and is now only one course in a newly revised agriculture program. Citizens advisory committee met to make recommendations. Program now focuses on academic transfer with 12-15 new courses being phased in over a two year timeframe.
Competency definition will be part of the assessment committee work plan	2							
Objective 2: Update the Campus Assessment Plan in keeping with NCA requirements.		2/21/2002	5/15/2005	5%	in progress	Rich Fleming	Assessment Committee/Marilyn Dill	
Assessment Committee will be convened in fall 2002 and begin its work	1	1/15/2003	5/15/2005		ongoing	Marilyn Dill		First meeting was held in December 2002. Committee met regularly during the spring semester of 2003 to develop a set of college-wide learning competencies that every student should have when they leave NMJC. New Director of Learning and Assessment has convened the committee again, is holding a series of meetings with groups of faculty, and is scheduling meetings with individual faculty.
Objective 3: Develop and implement an honor's curriculum that is integrated into college's assessment plan.		9/28/2004	5/15/2005	0%	not addressed	Rich Fleming		
A committee of faculty will be convened in fall 2002 to set criteria and to develop an honors program.	1							
Objective 4: Develop objectives to promote excellent classroom instruction in support of the campus-wide assessment program.			5/15/2003	5%	in progress	Rich Fleming		
Faculty development programs will be developed in fall	1							
Objective 5: Develop a plan to celebrate diversity and educate students and staff on diversity issues.		2/18/2002	2/15/2004	50%	in progress	Rich Fleming	Multi-Cultural Committee	
Develop a plan to celebrate diversity and educate students and staff on diversity issues.	1	10/15/2002	5/15/2004		in progress	Rich Fleming		Have implemented classes in Hispanic Literature, Mexican/American history, and world religions. Put on special programs for Black History Month.
Objective 6: Reevaluate and refine mandatory placement.		2/28/2002	11/11/2002	100%	complete	Rich Fleming	Placement Task Force	Placement policy was implemented in Summer 2003. New faculty member will be hired for Spring 2004.
Objective 7: Implement innovative scheduling and delivery methods to increase community accessibility.		2/21/2002	4/15/2004	100%	complete & ongoing	Rich Fleming	Steve Davis Mickey Best Sam Oswald Faculty Rep.	Schedule will now be a two-year rolling schedule so students can review current year and next year on the webpage. Vocational programs are insuring that all certificates can be completed in one or two years and all associate degrees in two years. Courses are being reviewed for frequency.
Objective 8: Evaluate and maintain high academic standards.		2/21/2002	12/31/2005	100%	complete & ongoing	Rich Fleming		Nursing faculty continue to evaluate all reported nursing exam scores. Also law enforcement ASSET and ASEP scores continue to be monitored.
Objective 9: Continue expansion of Area Vocational High School (AVHS) Interactive Television (ITV) and Telecollege.		2/21/2002	12/31/2005	100%	complete & ongoing	Rich Fleming	Steve Davis Mickey Best	Continue expansion of Area Vocational High School (AVHS) Interactive Television (ITV) and Telecollege.
Objective 10: Improve placement rates of vocational/technical graduates in jobs through the development of program exit competencies based on industry/community standards		2/21/2002	5/5/2004	25%	in progress	Rich Fleming	Pat Gorman Robert Turner	Improve placement rates of vocational/technical graduates in jobs through the development of program exit competencies based on industry/community standards

Objective 11: Systematically add on-line courses.		2/18/2002	5/15/2004	75%	ongoing	Rich Fleming	Mickey Best Sam Oswald Faculty Mary Jane Ward	The college is currently developing five online LPN courses. CJ LE and Corrections continues to add classes. General education courses will only be added based upon a schedule in the Title V Cooperative Grant. No meeting has occurred yet in regards to the grant. The college continues to participate in the New Mexico Virtual College.
Objective 12: Integrate information literacy into the curriculum.		2/28/2002	1/1/2005	15%	in progress	Rich Fleming	Mickey Best Sharon Jenkins Faculty Rep.	
Objective 13: Improve access to information resources.		2/21/2002	12/31/2005	100%	complete & ongoing	Rich Fleming	Sharon Jenkins ELIN Managers	
Objective 14: Implement strategies to increase student academic success.		2/18/2002	12/31/2005	12/31/2005%	ongoing	Rich Fleming		Student success will be evaluated as part of the role of the Assessment Committee
Objective 15: Ensure vocational degrees/certificates are in alignment with industry requirements		2/18/2002	12/31/2005		ongoing	Rich Fleming	Program Advisory Committees	
Program reviews in Office Tech and CIS will include the review and integration of competencies. However the overall role of competency based education will also be a focus of the Assessment Committee when it evaluates student learning.	1	8/18/2003	5/15/2004		ongoing	Marilyn Dill		
Vision Two								
Objective 1: Develop methods to measure our reputation as a community college.		1/1/2002	12/31/2005	45%	in progress	Renee Wharton	Steve McCleery Sam Oswald Tim Perry Lisa Hardison	
Utilize CHE recommendation for funding recommendations for capital projects, IT, etc. to triangulate information in regard to our reputation as a community college.	6	10/15/2002	12/31/2003	100%	complete & ongoing	Steve McCleery		In March, 2003, a Power Point Presentation was made to the NMJC Board in regard to this activity.
Develop and send Community Survey to Lea County Residents.	1	4/15/2004	10/15/2004	0%	not addressed	Renee Wharton		Planning stages for community survey to begin March 2004 with anticipated administration date of June 2004.
Analyze Employer Survey results of graduates and determine needed areas of improvement.	2	10/15/2002	12/31/2003	100%	complete & ongoing	Renee Wharton	Administrative Cabinet	The Nursing and Automotive programs utilize employer surveys for continued program improvement. NMJC will conduct an employer survey of alumni following the alumni survey in 2004.
Develop a method to determine how our graduates/transfer students are doing at the top 6 transfer colleges	3	10/1/2003	1/4/2004	40%	in progress	Renee Wharton	Robert Bensing Eva Sanchez CHE NMSU ENMU TTU	Renee' Wharton was approved to write her Dissertation on this topic. We have confirmations from CSW, ENMU, and NMSU. We will secure a confirmation from Texas Tech in December of 2003.
Utilize the Strategic Planning objectives and activities to gain information about our reputation	4	9/15/2002	12/31/2005	50%	ongoing	Renee Wharton	Steve McCleery	The Strategic Plan Update is due on December 15, 2003. A Strategic Plan Presentation will be made to the NMJC Board in February, 2004.
Utilize written and verbal communications from NMJC constituents to triangulate information in regard our reputation as a community college	5	1/1/2003	12/31/2005		ongoing	Steve McCleery		Several notes, thank you notes, and comments are being collected in the President's Office. These notes are forwarded to the appropriate individual's and/or board members.
Develop methods to measure our reputation as a community college.		2/1/2002	2/15/2003	100%	complete	Renee Wharton	Steve McCleery Administrative Cabinet	Several mechanisms will be used to continually measure NMJC's reputation as a community college. Evaluation of our reputation and recommendations will arise from analysis of the following data: Community survey, new student survey, strategic planning SWOT analysis, employer surveys, graduate surveys, alumni surveys, campus report cards.
Objective 2: Continue to develop and implement strategies to become a premier community college.		1/1/2000	12/31/2005	40%	ongoing	Steve McCleery	Administrative Cabinet	
NMJC will utilize the Strategic Plan Implementation and Successes as an internal performance measure.	24	9/15/2004	3/1/2004	60%	in progress	Renee' Wharton	Admin Cabinet	The final update to the progress made on the Strategic Plan will be completed on December 15, 2003. A presentation on the update will be made to the NMJC Board in February, 2004. Administrative Cabinet will review and set priorities and activities for 2004.
Utilize the Strategic Plan objectives and activities to continue working on being a premiere community college	1	1/1/2003	12/31/2005	50%	ongoing	Steve McCleery	Administrative Cabinet	Based on the percent of completed tasks the administrative cabinet will determine if we are accountable to the constituents as a premier community college.

New Mexico Junior College will utilize the State Performance Indicators to compare ourselves to other high performing state community colleges.	23	10/15/2003	4/15/2005	20%	ongoing	Steve McCleery	Admin Cabinet	The Admin Cabinet has reviewed the current Performance Indicators, as well as the NMJC performance.
Objective 3: Actively support articulation agreements as appropriate.					ongoing	Steve McCleery	Robert Bensing Mickey Best Steve Davis Pat Gorman	
Work with Texas Tech to ensure success of the Community "Wireless Connection" Project.	15	11/1/2002	6/1/2004	70%	in progress	Steve McCleery	Bill Kunko, Oscar Vigil, Charley Carroll	The wireless project will be completed by June 2004. NMJC fostered meeting between ENMU and Texas Tech and agreements have been reached. Texas Tech will utilize the ENMU tower to mount the wireless dishes.
Work with Wachenhut to add additional education programs and classes.	27	6/1/2003	6/1/2005	30%	in progress	Rich Fleming	Mary Jane Ward, Mickey Best	In January of 2004, a new barbering certificate will be offered at the LCCF. Additional program offering are being discussed.
Work with the State GSA office to ensure success of the State Wireless project.	26	11/1/2003	11/1/2005	50%	in progress	Steve McCleery	Bill Kunko, Oscar Vigil, Charley Carroll	NMJC Fostered meetings with the State GSA office with the JASI consortium and the NMACC to discuss the State Wireless project. Additional follow-up meetings are planned with the GSA office and NMJC the staff. We continue to stay in touch with GSA on this project.
Work with ENMU to ensure the success of the Public Television "Wireless Project".	25	4/1/2003	6/1/2004	70%	in progress	Steve McCleery	Bill Kunko, Oscar Vigil, Charley Carroll	NMJC and ENMU have met on several occasions to discuss this project. ENMU will construct a new tower on the campus of NMJC. An MOU has been developed, and NMJC will be allowed to use the tower to hang the NMJC Wireless dishes. The city council has approved the construction of the tower.
Work with the Permian Basin consortium to increase offerings from 4-year Universities.	5	5/1/2002	5/1/2004	50%	in progress	Steve McCleery		We are currently working to produce a college brochure to list all virtual learning opportunities among the PBCCU.
Work with ENMU to bring additional offerings to Lea County. The offerings will not compete with CSW.	10	11/1/2002	6/1/2004	85%	ongoing	Steve McCleery		During the spring 2004 semester, ENMU will offer additional graduate and undergraduate classes on the campus of New Mexico Junior College.
Coordinate activities with Santa Fe Community College and Northern New Mexico Community College in regard to the JASI Project.	13	2/1/2002	6/30/2005	50%	in progress	Steve McCleery	Bill Kunko Dan Hardin	The three colleges continue to work together to implement the SCT Banner software. NMJC continues to be the leader in the initiative. The JASI project has saved the institution considerable money.
Work with other two-year and four-year programs to enhance offerings in Lea County.	14	1/1/2000	6/1/2005	30%	ongoing	Steve McCleery	Rich Fleming, Mickey Best	Highlands is currently offering a Master in Social Work. NMJC and ENMU-R are currently working on a collaborative distance education associates degree. NMJC, NMSU-C, NMSU-A, ENMU-R, and ENMU-RU are working on an educational initiative. NMJC and NMSU-C are working to articulate a HVAC program. NMJC and ATVI are working several educational collaboratives.
Foster planning meetings between the Lea County Superintendents and College Presidents.	7	4/1/2002	4/15/2005	33%	ongoing	Steve McCleery		The superintendents are scheduled to meet on December 15, 2003 to discuss ITV, Training for construction industries, Radiological Control Specialist, and training for LES.
Continue to work with NMSU to bring additional offerings to Lea County.	11	10/1/2000	10/1/2005	60%	ongoing	Steve McCleery		NMSU offers a Doctorate of Community College Leadership on the NMJC Campus. They will begin a new cohort for this degree in the 2004 fall semester. Additionally, they are looking at offering a doctorate in business management. NMSU also participates in the PBCCU, and they are looking for ways to offer additional classes.
Work with the Permian Basin Consortium of Universities to enhance economic development in the region	4	5/1/2002	5/1/2004	20%	in progress	Steve McCleery		The PBCCU will compile an on-line catalogue of possible offerings. The catalog will serve as a reference for training in Lea County and surrounding areas.
Objective 4: Actively support collaborative/cooperative agreements with private sector and public sector as appropriate.		1/1/2002	12/31/2005		ongoing	Steve McCleery	Administrative Cabinet	
Meet with Lea Regional Hospital Executive Directors to discuss relationship with our nursing program and Lea Regional.	9	1/10/2002	1/3/2003	100%	complete	Steve McCleery	Rich Fleming, Nursing Department	The NMJC Nursing Department and Administration met with LRMHC for a strategic planning session. The session provided a great opportunity to synergize and strategic initiatives were developed and implemented.
Meet with CEO's and CFO's from all independent community colleges to discuss areas in which we can collaborate on purchases (i.e. insurance technology)	10	11/1/2002	6/1/2005	50%	in progress	Steve McCleery	Dan Hardin	The Community Colleges continue to meet and work on potential collaboratives. Currently, we are working on a wireless project, insurance purchases, 260-E legislation, and membership opportunities for JASI.
Make monthly contact with Sparton Technology	3	6/1/2002	6/1/2004	50%	in progress	Steve McCleery		David Hockenbrocht was contacted in November of 2003. He indicated he would like to visit with various leaders of the community. I have apprised the appropriate people of his desire to meet, and I have followed up on my conversation.

Attend Lea County Economic Development Corporation meeting	1	1/1/2003	12/31/2005	30%	ongoing	Steve McCleery	Gloria Munoz	We have attended the EDC meetings sporadically.
Meet with public schools superintendents and Jim Berry Director of EDC to discuss possible collaborative agreements with business and industry	4	6/1/2002	6/1/2005	20%	in progress	Steve McCleery	Quarterly Meetings	The presidents and Superintendents continue to attempt to meet with the EDC. We met twice with the previous director.
Host a planning session of interested stakeholders to develop a business plan for the Workforce Instructional Center.	13	1/1/2003	10/1/2004	0%	not addressed	Steve McCleery	Renee Wharton	This task will be done in late summer 2004.
Work with CHE, Santa Fe Community College, Northern New Mexico Community College, San Juan College, and State purchasing to finalize the Joint Administrative Software Initiative (JASI).	11	6/1/2000	5/1/2003	100%	complete	Bill Kunko	Steve McCleery	Software purchased. Project moving forward.
Make presentations to various groups in the community in regard to needed topics.	15	6/1/2002	6/1/2005	30%	ongoing	Steve McCleery	Admin Cabinet	Presentation include: Rotary, Lions, Literacy Alliance, LRMC, Hobbs Fire Department, Public Schools, Chamber of Commerce, Texas Tech, Cowboy Junction.
Host various meetings to discuss New Jobs Training 260 E - Legislation.	14	6/1/2002	6/1/2005	80%	in progress	Steve McCleery		Hosted town meetings, met with the NMACC presidents, met with legislators, met with the governors staff, met with a state-wide workforce committee. The initiative is getting some recognition by the legislature and the Governors office.
Meet with Jay Patton from Jay's Appliance to discuss a national whirlpool training program for appliance vendors.	12	10/1/2002	5/1/2003	30%	ongoing	Sam Oswald	Mary Jane Ward Rich Fleming Steve McCleery	State Funding was awarded to NMJC for Business & Industry Training for 03/04 year. Appliance Service Technician Training could be implemented if additional funds become available to off-set costs, and, if survey of service area proves the need for training.
Objective 5: Become an active partner in economic development and work-force development within Lea County.					ongoing	Steve McCleery	Administrative Cabinet; SBDC	
Develop a business plan for the workforce instructional facility	4	9/1/2002	12/31/2005	10%	in progress	Rich Fleming	Steve McCleery	The workforce instructional facility is listed in the CHE significant category (#9). It should make the GO list in the 2004 Legislative session. If the facility remains on the GO list, we will begin working on the business plan in conjunction with the workforce instructional facility planning session
Attend Lea County EDC monthly meetings.	5	1/1/2003	12/31/2005	30%	ongoing	Steve McCleery	Gloria Munoz	We have attended the EDC meetings sporadically.
Host a planning session of interested stakeholders to develop a business plan for the workforce instructional center.	9	1/1/2003	10/1/2004	0%	not addressed	Steve McCleery	Renee Wharton	This task will be done in late summer 2004.
Host various meetings to discuss New Jobs Training 260 E - Legislation.	10	6/1/2002	12/1/2004	80%	in progress	Steve McCleery		NMJC hosted several meetings, met with the CHE, NMACC, Legislature, and Governors staff.
Vision Three								
Objective 1: Develop strategies to become more involved in Lea County community events meetings and organizations.		1/1/2002	6/1/2005	50%	in progress	Steve McCleery	Administrative Cabinet	
Assume leadership roles on the United Way Board.	1	1/1/1999	6/1/2004	60%	ongoing	Sam Oswald	Steve McCleery	Several members of the NMJC team serve on the UNW board and on the UNW campaign cabinet.
Host various meetings to discuss New Jobs Training 260 E - Legislation.	8	6/1/2002	12/31/2005	75%	in progress	Steve McCleery		Shared 260 E with Community College presidents in January 2003, shared with various legislators in January 2003, shared with CHE in January 2003 and a memorial was drafted in February 2003. Share with State, EDC, and state committee on workforce development in June 2004. The Governor has adopted a work force development plan that utilizes similar 260E Legislation.
Coordinate activities for education division of United Way Campaign Cabinet.	2	4/1/2002	6/1/2005	50%	ongoing	Steve McCleery	Regina Organ Mickey Best Steve Davis Sam Oswald Robert Bensing Rich Fleming Dan Hardin Renee Wharton Stan Rounds Willie Miller	NMJC continues to lead the education division for the UNW campaign.
Participate in planning and development production of the college rodeo championship series.	7	12/1/2000	6/15/2003	100%	complete & ongoing	Dan Hardin	Phillip Berry Steve McCleery Richard Morris Cc Nelson Wade Cavitt	The three year contract for the CRCS was completed. The CRCS has been cancelled. The Lea County Host Committee is soliciting the NIRA for a three year contract for the first ever National Intercollegiate Invitational Rodeo.

Participate in Leadership Hobbs	6	1/1/2000	6/1/2005	60%	in progress	Steve McCleery		Steve McCleery serves as a facilitator for Leadership Hobbs, and several NMJC staff have attended the training.
Attend Chamber meetings in Lovington, Eunice, and Jal.	3	4/1/2002	6/1/2005	50%	in progress	Steve McCleery		Steve McCleery continues to attend chamber banquets and meetings in Lovington, Eunice, and Jal.
Participate in Main Street Hobbs activities and planning group	5	4/1/2002	6/1/2005	50%	in progress	Rich Fleming	Steve McCleery	Rich Fleming serves as a member of the Main street Board and Planning Committee. Steve McCleery serves on the planning committee.
Objective 2: Develop and maintain a speakers bureau to facilitate presentations throughout our service area.						Sam Oswald	Cc Nelson Gloria Munoz Robert Guthrie Kelly Holladay	
Review former process and procedures of NMJC Speakers Bureau evaluate make recommendations.	1	2/1/2002	5/1/2004	20%	in progress	Sam Oswald	Sam Oswald Randy Cook Cc Nelson	Follow through with completion of Recommendation: (1) survey staff for presentation topics (2) develop database of presenters / topics (3) develop process for-speaker request staff speaking assignment communication verification and reminders communication back to requestor and final evaluation. (Implement program by 5/1/2004)
Objective 3: Develop strategies to promote a friendlier atmosphere.		1/1/2002	12/31/2005		ongoing	Steve McCleery	Charley Carroll Sam Oswald Jerri Shields Willie Miller Donna Springer	
Surveys/Cards- Utilize campus surveys and suggestion cards to address concerns on campus	2	6/1/2000	6/1/2005	100%	complete & ongoing	Steve McCleery	Renee Wharton Jerri Shields	As a result of the campus surveys and suggestion cards, several campus changes have been implemented. Each campus suggestion is reviewed by the affected area, and a written response is filed in the office of the president.
Supervisor Training- All supervisors are attending Covey Training: "The Seven Habits of Highly Effective People, "What matters most," Project management," "Writing for success," and the "Four Roles of Leadership"	1	9/1/2002	5/1/2004	75%	in progress	Sam Oswald	Steve McCleery	Supervisor Training Completed: "7-Habits of Highly Effective People", "What Matters Most", "Project Management", "4-Roles of Leadership". "Writing Advantage" will be completed Jan. '04. Repeat of 7-habits of Highly Effective People will be repeated for all supervisors in April '04.
Introduce the concept of "Raving Fans" to the staff	4	2/1/2002	12/31/2004	0%	not addressed	Steve McCleery		
Importance of: Developing "Raving Fans" and understanding "Systems Thinking"	3	2/7/2002	6/1/2005	25%	ongoing	Steve McCleery	Sam Oswald	This topic continues to be stressed.
Objective 4: Develop and host cultural events that will attract community members to campus.		1/2/2006	7/1/2006	10%	in progress	Sam Oswald	Sharon Jenkins Steve Barslou Charley Carroll	
Research national state and regional cultural events that have importance to residents of Lea County and the surrounding communities. Research national state and regional cultural events that have importance to residents of Lea County and the surrounding communities.	1	1/2/2006	12/16/2006	10%	in progress	Sam Oswald	Sharon Jenkins Steve Barslou Charley Carroll	Collecting information on "Black History Month" as selected event to coordinate.
Research traveling exhibits for display on campus. Costs availability participation.	2	1/2/2006	2/2/2007	20%	in progress	Sam Oswald	Sharon Jenkins Shannon Pipkins	Artist was not able to participate due to health problems. Committee will look to secure similar exhibit with cultural activities.
Objective 5: Develop and implement a plan to increase utilization of local vendors.		1/1/2002	12/31/2005		ongoing	Dan Hardin	Frank Collins	Purchasing coordinator has made efforts to send RFP's and ITB to local vendors. Last five vehicles were purchased in Hobbs, 2 in 2003, 2 in 2002, and 1 in 2001.
Institutionalize the use of purchase cards	2	2/1/2002	12/31/2003	100%	complete	Dan Hardin	Beth Hancock	Purchase cards are part of our day to day operations.
Objective 6: Host town meetings open houses and special events.		1/8/2002	12/31/2005	100%	ongoing	Sam Oswald	Jason Anderson	
Improve communication and respect between NMJC staff coordinating events. (Security, Maintenance, Grounds, Custodial, PR/Mkt. Events/AV Services)	4	1/3/2006	12/1/2003	100%	complete & ongoing	Sam Oswald	Jason Anderson Tim Perry Randy Cook	Successful meetings have transpired throughout 2002/03. Meetings are weekly and attendance excellent. This has greatly improved communications within staff responsible for Events, etc on campus.
Objective 7: Develop and implement strategies to improve the image of NMJC. Gather baseline data and track improvement.		1/1/2002	1/15/2005		not addressed	Steve McCleery	Sam Oswald Renee Wharton Tim Perry	
Utilize activities and strategies of the Strategic Plan to improve the image of the College.	1	3/1/2004	6/1/2004	0%	not addressed	Administrative Cabinet		

Develop and implement a community survey that provides a baseline for our reputation/image in the community	2	7/1/2003	10/1/2004	0%	not addressed	Renee Wharton	Sam Oswald Renee Wharton Tim Perry	Will begin the planning stages of the community survey in February 2004 with implementation in Summer 2004.
Objective 8: Continue to develop and expand the campus web site.		1/1/2002	12/1/2003	100%	complete & ongoing	Bill Kunko, Sam Oswald	Sam Oswald, Tim Perry, Kiril Farkov	
Continue to develop and expand the campus web site.	1	1/1/2002	12/1/2003	100%	complete & ongoing	Bill Kunko, Sam Oswald	Sam Oswald, Tim Perry, Kiril Farkov, Rich Fleming	NMJC WEB was redesigned, new graphic look, new programming for faster access and accessibility.
Objective 9: Provide and coordinate campus space/equipment for internal and external events. Refine update and implement policies and procedures.		1/2/2006	3/1/2006	50%	in progress	Sam Oswald	Jason Anderson	
Complete reassignment of department inventory out of AV to appropriate dean or building supervisor.	2	1/2/2006	5/1/2004	90%	in progress	Jason Anderson	Sam Oswald Joy Ainsworth	Inventory transfer was made on majority of equipment, Fall 2003.
Revise Events/Audiovisual Services equipment inventory and repair policy and procedures.	3	1/2/2006	5/1/2004	75%	in progress	Jason Anderson	Sam Oswald Randy Cook	Check out process updated, repair/maintenance procedures under review.
Vision Four								
Objective 1: Continue to evaluate and utilize the campus-wide recruitment plan		1/1/2002	12/31/2005		ongoing	Regina Organ	Lisa Hardison Mary Jane Ward Mickey Best	
Continually review the institutional recruiting plan to promote involvement from all campus entities in the recruitment of students.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	Recruitment Committee	Student Recruiting updated map.
Visit with faculty to evaluate current recruitment efforts and new ideas they would like to implement.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	Robert Bensing Mary Jane Ward Mickey Best	Worked with all of Business & Technology and all of Arts & Sciences regarding recruiting contacts.
Update current perspective student database to provide more detailed information about recruits including a detailed contact log and reporting system..	3	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison		Database updated to reflect changes in inquiry card.
Focus recruitment efforts on the target group of Lea County, Denver City, Seminole, Seagraves, and Plains for the 2003 year.	4	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	All recruiters	Fall and Spring visits targeted mailings.
Design a newsletter for distribution to high school juniors and seniors in target group on a semi-annual basis.	5	1/1/2003	12/31/2003	90%	ongoing	Lisa Hardison	Tim Perry	Newsletter was created. Will be printed and distributed before year end.
Visit all target schools with financial aid officer and/or counselor annually.	6	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	Linda Neel Wende Nolen Pat Gorman LaRae Phillips	Visits made Spring 2003
Annually host phone-a-thon where faculty and staff personally call potential students.	7	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	Campus ambassadors	Completed Spring 2003
Each area target student should have at least 8-10 contacts during an academic year.	8	1/1/2003	5/3/2003	100%	complete & ongoing	Lisa Hardison	Lance Caviness Robert Bensing	Accomplished during Spring 2003 and Fall 2003. Will evaluate annually.
Annually share college day visit schedule and spring follow-up visit schedule campus wide through e-mail and campus intranet, encouraging faculty and staff to attend with the recruiter.	9	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	Robert Bensing	Spring and fall schedules distributed.
Place newspaper and radio ads prior to college day visits, spring follow-up visits, and other recruiting events.	10	1/1/2003	12/31/2003	50%	ongoing	Lisa Hardison Tim Perry Sam Oswald		All target area schools received notice of visits by newspaper.
Make presentations to home school students and parents.	11	1/1/2003	12/31/2005	0%	not addressed	Robert Bensing		Meet with Home School Assign Spring 2004
Review and revise letters to students who apply for admission.	12	1/1/2003	12/31/2003	100%	complete & ongoing	Ophelia Huerta	Lisa Hardison Robert Bensing	Letters reviewed each semester
Evaluate adding brochure to acceptance for admission correspondence.	13	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	Robert Bensing Pat Knapp Jackie Perry Ophelia Huerta Mechile Mershon student workers	Brochure & letter complete and continually distributed.

Prepare information, if needed, from Activity 13.	14	1/1/2003	12/31/2003	100%	complete & ongoing	Robert Bensing	Lisa Hardison Marketing Department and Graphics Department	Information prepared when brochure is updated
Meet with retention specialist to determine needs for demographic studies.	15	1/1/2003	12/31/2003	100%	complete & ongoing	Robert Bensing	Retention specialist Pat Knapp Renee Wharton	Several reports prepared for Renee Wharton and April Burt as requested.
Objective 2: Develop and promote activities that will attract potential students and help retain current students.		1/1/2002	12/31/2005		ongoing	Regina Organ	Lance Caviness, Lisa Hardison, Robert Bensing, Pat Gorman, Kevia Clarke	
Form a Campus Ambassadors Club to assist with campus tours, community presentations, and student contacts.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	Lance Caviness Linda Neel	Student club in place
Host an event to attract potential students and parents to the campus on an annual basis.	2	1/1/2003	2/15/2004	25%	in progress	Lisa Hardison	Recruitment Committee	Discussed in Recruitment meeting. Lack of available funding.
Continue to host a college preparatory workshop for parents and students in target areas.	3	1/1/2003	12/31/2003	75%	ongoing	Lisa Hardison	Lance Caviness Linda Neel Recruitment Committee	Presented at high schools in Hobbs and Lovington, and planned in Eunice and Jal.
Design and distribute a marketing CD for potential students.	4	1/1/2003	6/30/2004	25%	in progress	Lisa Hardison	Lance Caviness Sam Oswald Tim Perry Cc Nelson	Received bids, prepared grants. Grant denied. At a stand still due to lack of funding. One grant declined.
Continue to utilize a student driven program planning board for assistance in determining which activities to have on campus.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	All student groups	This is currently standard operating procedure. Kevia Clarke leads this group.
Develop a proposal to earmark a percentage of activity funds for non-traditional student/family programming.	6	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Student Government	Student government group voted to expend 10% of programming budget in this manner (\$3000). We will evaluate participation and make adjustments as necessary.
Promote established student clubs/groups to new and current students.	7	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Lisa Hardison	Used announcement flyers to publicize new club for Fall 2002--Student Ambassadors. Introduced handbook/planner with description of student clubs. 2500 student planners distributed to students.
Allow student clubs/groups the opportunity to take leadership/planning responsibility of a general campus activity.	8	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	All student groups	Completed for 2002-03 fiscal year. Several groups now taking advantage of this opportunity
Continually seek information on latest activity trends and be flexible with programming pattern.	10	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness		Joined National Intramurals & Recreational Activities Association, where we gain input from students and other colleagues throughout the industry.
Plan construction for new student center which will provide student friendly location for various activities.	11	1/1/2003	12/31/2003	75%	ongoing	Lance Caviness	All Student Service Staff	Completed planning process. Information is now with the architect.
Plan construction for new recreation/activity area for student use (tennis court and adjacent area renovation).	12	1/1/2003	12/31/2003	75%	ongoing	Lance Caviness	Charley Carroll	Preliminary meetings obtaining bid specifications. 1st and 2nd phases complete Resurfaced tennis court; Set basketball goals; stripped court; poured pad for shade tent. Set water sprinklers; installed bbq tables and grills; moved west fence line. Next step is to build sand volleyball court.
The Athletic Department will provide student athlete mentors for new student athletes as well as academic mentoring for current athletes.	13	1/1/2003	12/31/2003	100%	complete & ongoing	Richard Morris	All coaches	In the Fall of 2003, golf and rodeo provided mentors. Baseball and men's and women's basketball provided team study hall.
Objective 3: Develop a systematic plan that addresses the recruitment of nontraditional students.		1/1/2002	12/31/2005		ongoing	Regina Organ	Lisa Hardison	
Student Recruiting and Admissions work together to determine which recruits have enrolled at NMJC and other critical data to determine which recruitment methods are successful.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison Robert Bensing		Recruits are tracked for enrollment. Excellent success with traditional students. Additional emphasis needed with nontraditional and Hispanic students.
Develop view book mini view book and non-traditional students view book.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison Tim Perry		Both traditional and non-traditional search pieces developed.
Create unified departmental and student services brochures.	3	1/1/2003	12/31/2003	80%	in progress	Lisa Hardison Tim Perry		Approximately 12 brochures complete.
Create a guide about NMJC for high school counselors.	4	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison	Robert Bensing	Complete and distributed to counselors.

Plan three high school visits a year to promote NMJC to in-district Juniors and Seniors.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Hardison		Visits completed
Place literature in areas within our district where non-traditional students tend to frequent.	6	1/1/2003	6/4/2004	30%	in progress	Lisa Hardison	Sam Oswald	Researched cost for literature holders. Working with Marketing to complete objective.
Determine the demographics and trends of our current non-traditional students. Use this information to determine our target market.	7	1/1/2003	6/4/2004	30%	in progress	Lisa Hardison	Renee Wharton Robert Bensing	Comparative done in Spring. Fall data complete.
Conduct a focus group of non-traditional students to determine what characteristics they desire in a higher learning institution.	8	1/1/2003	12/31/2005	10%	in progress	Lisa Hardison		Community survey conducted at fair. Individual interviews conducted for non-traditional search piece.
Objective 4: Recruit, track, and retain Adult Basic Education and GED students and move into college classes.						Rich Fleming	Marilyn Jackson, Diane Marquez	
Gather data on students		8/15/2003	8/15/2004		in progress			
Objective 5: Develop strategies to recruit students into under-enrolled instructional programs and courses that are deemed viable.					in progress	Rich Fleming	Mickey Best Mary Jane Ward Faculty Representative	
Implement learning communities		1/1/2003	1/1/2004	100%	Completed and ongoing	Rich Fleming	April Burt, Faculty	
Create two year rolling schedule format		1/1/2003	5/15/2005	80%	In progress	Rich Fleming	Deans	Are in the process of completing year one.
Revise Agriculture program to a two year, transfer program		8/12/2003	5/15/2005	25%	in progress	Rich Fleming	Mary Jane Ward, Wayne Cox	
Change sequencing of EMT courses to fit state certification testing schedule		8/12/2003	8/12/2003	100%	Completed and ongoing	Rich Fleming	Mary Jane Ward	
Objective 6: Continue to develop strategies for financial aid outreach to increase the number of Financial Aid Awards.		1/1/2002	12/31/2005		ongoing	Regina Organ		
Enhance the Financial Aid Internet web page and accessibility for students.	1	1/1/2003	5/10/2004	75%	in progress	Linda Neel	Webmaster All Financial Aid staff	Working with Angela in Computer Center to put F.A. awards on line.
Set up information sites on campus.	2	1/1/2003	12/31/2004	0%	not addressed	Linda Neel	All Financial Aid staff	None at this time.
Provide financial aid information at Orientation	3	1/1/2003	12/31/2003	100%	complete & ongoing	Linda Neel	All Financial Aid staff Lisa Hardison	Completed for Spring and Fall 2003.
Increase Financial Aid publicity.	4	1/1/2003	12/31/2004	0%	in progress	Linda Neel	All Financial Aid staff PR/Marketing Lisa Hardison	Will coordinate with Lisa Hardison and Public Relations and Marketing.
NMJC will meet/exceed the State of NM requirements that 25% or more of allocated funds will provide the New Mexico student athlete's tuition, fees, and tuition waivers annually for educational studies.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Richard Morris Linda Neel		41% in Fall 2002
Objective 7: Continue to develop strategies to improve financial aid services to students.		1/1/2002	12/31/2005		ongoing	Regina Organ	Linda Neel Wende Nolen	
Develop a Financial Aid Mission Statement.	1	1/1/2003	12/31/2003	100%	complete	Linda Neel	Financial Aid Staff	Completed in Spring of 2003.
Develop strategic plan for office.	2	1/1/2003	6/15/2004	50%	in progress	Linda Neel	Financial Aid Staff	Still in developmental stages.
Evaluate Financial Aid services to students.	3	1/1/2003	12/31/2003	100%	complete & ongoing	Linda Neel	Financial Aid Staff	Utilized results of institutionally conducted surveys to evaluate satisfaction with financial aid services.
Evaluate and modify, if needed, the Financial Aid award letter and brochure.	4	1/1/2003	6/15/2004	50%	in progress	Linda Neel	Financial Aid Staff	Currently evaluating brochure.
Investigate the possibility of an information phone line for Financial Aid.	5	1/1/2003	12/31/2003	100%	complete	Linda Neel	Financial Aid Staff Business Office Staff	We found out this is not possible with the current phone system.
Utilize the web site for information regarding individual student information.	6	1/1/2003	12/31/2003	100%	complete & ongoing	Linda Neel	Financial Aid Staff Business Office Staff	Financial aid awards are now accessible to students on-line.

Objective 8: Continue to enhance and expand enrollment/registration procedures to increase accessibility and user friendliness.		1/1/2002	12/31/2005		ongoing	Regina Organ	Robert Bensing Linda Neel	
Continue to enhance electronic processes to improve all student services.	1	1/1/2003	12/31/2004	50%	in progress	Robert Bensing Linda Neel	Pat Knapp & All offices on system	Implementing banner software to complete electronic process.
Pre and post registration meetings to plan for and evaluate registration and enrollment for each semester.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Robert Bensing	Pat Knapp Jackie Perry Ophelia Huerta Linda Neel Bill Kunko Pat Gorman Cashiers Bookstore	Evaluations made following each semester.
Implement on-line registration	3	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Kunko	Robert Bensing Pat Knapp	Banner system training began 10/2003
Expand office hours in both morning and evenings during peak periods.	5	1/1/2003	12/31/2003	50%	ongoing	Robert Bensing	Pat Knapp Jackie Perry Ophelia Huerta	Office open during peak periods in evening
Investigate changing the drop and withdrawal policy that requires student signatures from instructors to enhance retention.	6	1/1/2003	6/15/2004	0%	not addressed	Robert Bensing	Regina Organ Rich Fleming Mickey Best Mary Jane Ward Jackie Perry Linda Neel	Preliminary meeting to be set up in Spring 2004
Objective 9: Continue to involve the NMJC Foundation in recruitment activities as needed.		1/1/2002	12/31/2005		ongoing	Regina Organ	Cc Nelson Linda Neel Lisa Hardison Wende Nolen	
Continue to request Foundation funding for scholarships and Recruitment and Retention activities.	1	1/1/2003	8/4/2003	100%	complete & ongoing	Linda Neel	Foundation Board	Funds were approved for 2003-04 award year.
Solicit additional gifts to increase the Intercollegiate Athletics Endowment.	2	1/1/2002	12/31/2004		not addressed	Cc Nelson	Foundation Board	Not yet started
Endow the Kornegay Funds when the trust is released to NMJC in September of 2003.	3	1/1/2002		100%	complete	Cc Nelson		The Kornegay Trust was distributed and has been placed with the NMJC Foundation as the Earl & Annie Lee Kornegay Endowment.
Match the Kornegay Funds with Title V funds to the extent possible.	4	1/1/2002	12/30/2002	100%	complete	Cc Nelson	Foundation Board	Title V Endowment set aside has been fully matched.
Establish scholarship guidelines for Kornegay Endowment.	5	1/1/2002	2/28/2004		in progress	Cc Nelson	Foundation Board	Endowment agreement has been completed. Detailed scholarship guidelines are being developed.
Objective 10: Implement institutional student retention plan.						Rich Fleming		
Implement learning communities		1/1/2003	1/1/2003	100%	complete	Rich Fleming	April Burt, Faculty	
Implement Student Space tracking software		1/1/2003	1/1/2003	100%	complete	Rich Fleming	April Burt, Faculty	
Objective 11: Develop techniques that address the retention of nontraditional students.						Rich Fleming		
Implement learning communities		1/1/2003	1/1/2003	100%	complete	Rich Fleming	April Burt, Faculty	
Implement two year rolling schedule		1/1/2004	5/15/2004	75%	ongoing	Rich Fleming	Deans	
Objective 12: Continue outreach with students as early as 8th grade. Provide supplemental services for recruitment and retention of first generation students through the federal TRIO programs		1/1/2002	12/31/2005		ongoing	Regina Organ	Pat Gorman Vera Gilleland Gayle Abbott Michael Chavez	
Through Student Support Services, we will recruit and serve 150 NMJC students with workshops, tutoring, and advising. At least 65% of the students will obtain a 2.3 GPA or above.	1	1/1/2002	12/31/2003	100%	complete & ongoing	Pat Gorman	Gayle Abbott	Served 182 in 2003. GPA average was 2.86.
Of the students who participate in Student Support Services, at least 75% will be eligible for graduation.	2	1/1/2002	12/31/2003	100%	complete & ongoing	Pat Gorman	Gayle Abbott	43 out of 45 seniors graduated for a 96% graduation rate.
Talent Search will recruit and serve at least 600 low income and/or first generation 6th through 12th graders in Lea County.	3	1/1/2002	12/31/2003	100%	complete & ongoing	Pat Gorman	Vera Gilleland	Recruited and served 700 in 2003.

Talent Search will provide workshops, tutoring sessions, field trips, college visits, and individual sessions at county schools to retain at least 75% of the participants and graduate at least 85% of the seniors.	4	1/1/2002	12/31/2003	100%	complete & ongoing	Pat Gorman	Vera Gilleland	Retained 98% of students, and 99% of seniors graduated.
Upward Bound will serve 70 Lea County students in grades 9 through 12 who are first generation and/or low income.	5	1/1/2002	12/31/2003	100%	complete & ongoing	Pat Gorman	Michael Chavez	78 students were served in 2003.
Through Upward Bound, we will provide tutoring, classes, trips, educational/cultural activities, advising sessions, and workshops to increase the student's GPA, to retain at least 70% of the participants and to graduate at least 75% of the seniors.	6	1/1/2002	12/31/2003	100%	complete & ongoing	Pat Gorman	Michael Chavez	In 2003, we logged 1,583 tutoring and mentoring hours, made 6 educational trips, visited seven 4-yr. colleges/universities, and had seven cultural activities. We retained 93% of students, with 100% of eligible seniors graduating. 79% of those graduates enrolled in post-secondary schools after graduation. Average GPA of all students was 2.9.
Objective 13: Develop and implement a plan to enhance campus life for residential and commuter students. The department of Student Life will strive to create a positive safe campus living environment.		1/1/2002	12/31/2005		ongoing	Regina Organ	Lance Caviness	
Work with NMJC maintenance department to ensure all repair requests are completed in timely fashion.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Charley Carroll	Computerized work order system.
Provide local phone access to residential students.	2	1/1/2003	8/1/2003	100%	complete	Lance Caviness	Business Office	Local phone access now available in both dorms, as of August 2002.
Provide Internet access via lab in Zia Hall.	3	1/1/2003	12/31/2003	100%	complete	Lance Caviness	Computer Center	Internet labs available in Zia and TBird. Computer center working on WiFi system for each room.
Provide cable television service with largest channel selection.	4	1/1/2003	8/1/2003	100%	complete	Lance Caviness	Business Office	Revised contract. Full cable with HBO for students effective 8/03.
Provide ping pong and various other games to residents.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness		Purchased more games in Fall 2003. We will purchase games for students each semester based on their specific requests.
Completely paint each residence hall on 3 year rotating basis.	6	6/1/2002	8/30/2002	100%	complete	Lance Caviness	Charley Carroll	T-Bird and Zia Halls painted in Summer 2002. Next scheduled service summer of 2005.
Provide training to resident hall staff. (NMJC employees and student workers).	7	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness		Staff training occurs both semesters, and was provided at Orientation in both spring and fall of 2003.
Upgrade security cameras and recording equipment.	8	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Lance Caviness Bill Morrill	All cameras and door alarms functional as of 8/01/03.
Continue to review and update disciplinary/judicial process for all students.	9	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Bill Morrill	Will review annually and make adjustments.
Continue to review room and board agreement.	10	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness		Will continue to review as needed.
Continue to review and update housing handbook annually.	11	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness		Revised in Fall 2003. Will continually review.
Continually monitor food service program for quality assurance.	12	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Great Western Dining staff Food Service Committee	Will work closely with Great Western Dining. Purchased new food bars for improved food presentations.
Improve landscaping in areas adjacent to housing buildings.	13	1/1/2003	6/15/2004	25%	in progress	Lance Caviness	Charley Carroll	This will be included in the development of the privatized housing and is tied to the recreation area.
Enable each room to be Internet accessible.	14	1/1/2003	12/31/2003	35%	ongoing	Lance Caviness	Computer Center Charley Carroll	Computer service is working on WiFi pilot that includes residence halls.
Plan construction of additional residence hall (s) as needed.	16	1/1/2003	8/1/2005	45%	in progress	Lance Caviness	Charley Carroll	Pending approval by Department of Finance. Completed plans with developer.
Develop educational and social programming specifically designed for campus residents.	17	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Johnny Jacobs Jimmie Stovall	Provided information on alcohol and drug use, date rape, and homesickness. New housing partner will bring tremendous programming in which all students will participate.
Objective 14: Continue dissemination of information to students in compliance with federal guidelines.		1/1/2002	12/31/2005		ongoing	Regina Organ	Lance Caviness Lisa Hardison Kevia Clarke Student Government	
Review the Student Financial Aid Handbook on an annual basis.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Linda Neel	Financial Aid Staff	We are reviewing in staff meetings.
Review all Financial Aid documents annually to determine compliance.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Linda Neel	Financial Aid Staff	Documents reviewed in Fall 2003.
Provide current information to all departments affected by federal guidelines.	3	1/1/2003	12/31/2003	100%	complete & ongoing	Linda Neel	Security Business Office Registrar	Documents reviewed in Fall of 2003.

Review Financial Aid policies and procedures annually.	4	1/1/2003	12/31/2003	100%	complete & ongoing	Linda Neel	Financial Aid Office	Completed review of 2003 guidelines and will begin review of Fall 2004 guidelines.
Continue to maintain Cleary information.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill	Lance Caviness	We continue to update the Cleary statistics as required by law.
Continue FERPA training for faculty and staff.	6	1/1/2003	12/31/2003	100%	complete & ongoing	Robert Bensing		Spring in-service 2004
Objective 15: Develop strategies to monitor and improve female and minority enrollment and ensure graduation rates are within 5% of the ethnic and gender makeup of the community based on the most recent census profile of the adult population in the area served.		1/1/2002	12/31/2005		ongoing	Regina Organ	Lisa Hardison Renee Wharton Robert Bensing Pat Gorman Lance Caviness	
Monitor enrollment trends and report.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Robert Bensing	Administrative Cabinet	Weekly reports provided during enrollment periods.
Collaborate with Texas Tech Pathway Coordinator	2	1/1/2003	12/31/2003	100%	complete & ongoing	Robert Bensing	Student Services Staff	Meetings held as necessary to address Recruitment and Admissions for Pathway Program.
Work closely with TRIO and other grants.	3	1/1/2003	12/31/2003	50%	ongoing	Robert Bensing Regina Organ	Lisa Hardison	Recruiter has spoken with Upward Bound Students. Provided support for Celebration of the Arts program. Offered Freshman Seminar PSI12 for Upward Bound students. Upward Bound assisted In graduation ceremonies.
Objective 16: Research and develop new educational course programs as appropriate.						Rich Fleming		
Respond to new businesses as they locate in Lea County					ongoing	Rich Fleming	Dean	
Objective 17: Increase the persistence rates for students enrolled in developmental studies. Gather baseline data and track progress.						Rich Fleming		
Create Division of Transitional Studies			5/12/2002	100%	complete			
Create learning communities			1/1/2003	100%	complete			
Implement Student Space tracking software			1/1/2003	100%	complete			
Objective 18: Increase the total annual college graduates from degree and certificate programs. Gather baseline data and track progress.						Rich Fleming		
Gather data			12/31/2004	50%	ongoing	Rich Fleming, Renee Wharton		
Objective 19: Evaluate current faculty advisement system and modify to address needs. Provide counseling/advising services, as well as special needs services and placement activities to facilitate student retention and recruitment.		1/1/2003	12/31/2005		ongoing	Regina Organ	Pat Gorman	Pat Gorman does training every semester.
Host an annual Counselor's Dinner	1	1/1/2003	5/22/2003	100%	complete & ongoing	Pat Gorman	Counseling Staff	Counselor's dinner was 5/22/03. 32 attended.
Contact every county high school once a semester.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Pat Gorman	Counseling Staff	Completed for Fall 2003.
Train all new faculty advisors during their first semester.	3	1/1/2003	12/31/2003	100%	complete & ongoing	Pat Gorman	Counseling Staff	Nine faculty advisors were trained in the Spring of 2003, and five more were trained in the Fall of 2003.
Contact all undecided students to offer career services.	4	1/1/2003	5/3/2003	100%	complete & ongoing	Pat Gorman	Counseling Staff	All undecided students are encouraged to use the computerized career decision making programs of the college or to take a paper and pen career interest test.
Prepare degree plans for all students on financial aid taking a transitional studies class.	5	1/1/2003	5/3/2003	100%	complete & ongoing	Pat Gorman	Counseling Staff	A degree plan is prepared within 1-3 days for every student taking a transitional studies class for the Financial Aid Office.
Advise all undecided students.	6	1/1/2003	7/3/2003	100%	complete & ongoing	Pat Gorman	Counseling Staff	All undecided students are assigned to Counseling Office as their faculty advisor.
Coordinate the faculty advising system.	7	1/1/2003	5/3/2003	100%	complete & ongoing	Pat Gorman	Counseling Staff	Every advisor is trained to use degree audit system. Every summer the degree plans are entered into new degree audit system. Every semester the faculty advisors are sent a newsletter about advising issues.

Organize at least two orientations sessions per year.	8	1/1/2003	12/31/2003	100%	complete & ongoing	Pat Gorman	Counseling Staff	431 students attended the Fall 2003 orientation.
Assist new, prospective, and returning students in exploring career choices and selecting classes.	9	1/1/2003	5/10/2004	100%	complete & ongoing	Pat Gorman	Counseling Staff	We saw 24,409 prospective or returning students in 2002-03, and took 18,415 calls. To date, we have had 7,209 calls and seen 9,150 students for 2003-04.
Visit and explore options with all students considering dropping a class or withdrawing from all classes.	10	1/1/2003	5/3/2003	100%	complete & ongoing	Pat Gorman	Gayle Abbott	The Counseling Office met with 701 students who dropped and 125 students who withdrew completely in Fall 2002. During the Spring of 2003, the Counseling Office met with 612 students who dropped and 120 who withdrew.
Provide needed accommodations to all students with documented physical learning or emotional disabilities.	11	1/1/2003	5/3/2003	100%	complete & ongoing	Pat Gorman	Cynthia Zambrelli	During the fall and spring semesters, the Special Needs Counselor worked with 72 students who had documented disabilities.
Visit area schools to facilitate transfer of special needs students and to participate in the senior IEP meeting.	12	1/1/2003	5/3/2003	100%	complete & ongoing	Pat Gorman	Cynthia Zambrelli	Special Needs Counselor met with counselors at 4 of 5 area high schools to facilitate transition of students from their high schools to NMJC. Eunice contacted by phone as their counselor was ill.
Contact DVR to develop referral mechanism for DVR clients and to prepare plans of action for prospective students.	13	1/1/2003	12/31/2003	100%	complete & ongoing	Pat Gorman	Cynthia Zambrelli	DVR counselors visited in Fall 2002 to develop referral mechanism between DVR and college. Representative from Commission for the Blind in Roswell visited to develop a working relationship for any future students who are legally blind.
Contact faculty to prepare special needs plan for students in their classes.	14	1/1/2003	7/3/2003	100%	complete & ongoing	Pat Gorman	Cynthia Zambrelli	All faculty who have a student needing special services are contacted to discuss how to accommodate the student's needs.
Contact every major employer in Lea County to post job openings and attend the Spring Job Fair	15	1/1/2003	3/3/2003	100%	complete & ongoing	Pat Gorman	Robert Turner	Job Fair was held in March 02. Job Fair was held on March 20, 2003. Invitations were mailed to over 300 employers. 25 employers were present for Job Fair. We had 144 in attendance, with 124 students looking for work. 306 jobs were called in by employers.
Assist students with developing resumes, job finding, and interviewing skills.	16	1/1/2003	7/3/2003	100%	complete & ongoing	Pat Gorman	Robert Turner Gayle Abbott	Posters placed in all buildings advertising resume assistance. Resumes done on a daily basis as students request them.
Assist students in locating career information and exploring career options.	17	1/1/2003	8/3/2003	100%	complete & ongoing	Pat Gorman	Michael Chavez Robert Turner Gayle Abbott	Letters are mailed to students inviting them to use career services. College currently uses a computerized career-decision making system available in Counseling Office, Career Center, and in the Learning Lab.
Objective 20: Continue to evaluate all Student Services programs on an annual basis to improve services to students.		1/1/2002	8/4/2003	100%	complete & ongoing	Regina Organ		
Complete evaluations in the following areas: Financial Aid, Student Life etc.	1	1/1/2003	12/31/2003	100%	complete & ongoing	All Student Services Directors		Evaluations done through Annual Reports.
Annually review data collected from the new student general survey.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Regina Organ	Renee Wharton	Reviews completed by Student Services directors.
Ascertain evaluation from each student activity.	4	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness		Kevia Clarke will continue to provide an evaluation of each student activity that is held.
Maintain food service committee minutes.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness		Minutes are maintained in the Student Life Office.
Annually evaluate all Student Services programs.	29	1/1/2003	12/1/2003	100%	complete & ongoing	Regina Organ	All Student Services directors	All annual reports have been submitted for 2002-2003 fiscal year.
Objective 21: Develop strategies to enhance student life on campus.		1/1/2002	12/31/2005		ongoing	Regina Organ		
Continue to monitor and develop the Intramural Program to determine not only use but effectiveness.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Intramurals Coordinator	Had spring program. Addition of Kevia Ford as coordinator. Fall program in progress.
Work with physical education staff to share facilities for student usage.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Lance Caviness	Kevia Clarke/Richard Morris	Completed for Spring and Fall 2003.
Collaborate with CSW to provide friendly competition between institutions.	4	1/1/2003	12/31/2004	50%	in progress	Lance Caviness	Kevia Clarke	Initial meetings in Fall 2002. CSW changed staff. Kevia Clarke to revisit the issue in the Fall of 2003.
Continue to provide basic health care services to students.	5	1/1/2003	12/31/2004	50%	in progress	Lance Caviness	Advisory Committee	No service to students during the spring of 2003. Provider climate in area is a challenge. Will continue to seek opportunities to provide this service.
Continue to develop and nurture relationships with local healthcare providers.	6	1/1/2003	12/31/2003	100%	complete	Lance Caviness	Advisory Committee	Collaborative Agreement with Lea Regional Hospital
Monitor hours of operation and student usage of the Student Health Clinic.	7	1/1/2002	12/31/2002	0%	no longer valid	Lance Caviness	Health Clinic Staff	
Review healthcare facility and make adjustments as needed.	8	1/1/2002	12/31/2002	0%	no longer valid	Lance Caviness	Health Clinic Staff	

Provide healthcare provider with required supplies and student staff.	9	1/1/2002	12/31/2002	0%	no longer valid	Lance Caviness	Health Clinic Staff	
Develop a plan that will enhance student life on campus. Include students in the plan.	30	1/1/2003	12/1/2003	100%	complete & ongoing	Regina Organ	Lance Caviness	Hold meetings with students and Director of Student Life. Students have input as to what type of games (equipment) are purchased each year. Will continue to do this in the future.
Objective 22: Provide a comprehensive athletic program which allows academic achievement and competition with the two year NJCAA and two and four year NIRA.		1/1/2002	12/31/2005		ongoing	Regina Organ	Richard Morris	
Review budgeting strategies to remain competitive with other regional schools.	1	1/1/2002	6/1/2005	30%	ongoing	Steve McCleery	Dan Hardin	Dan Hardin and Steve McCleery have visited with various institutions in regard to budgeting process, budgets, compensation, insurance, retirement plans, and administrative software. NMJC continues to be competitive in the region.
Determine strategies to improve attendance at athletic events.	3	1/1/2003	12/31/2003	100%	complete & ongoing	Richard Morris	Coaching Staff	We will continue the process of sending booster club letters to friends of NM rodeo. We have held several booster club meetings, and completed a letter writing campaign.
Work with all athletes toward academic achievement.	21	1/1/2003	12/31/2003	100%	complete & ongoing	Regina Organ	Richard Morris	Completed for 2002-2003 year. Had four academic all-Americans; three of four were distinguished all-Americans.
Annually evaluate all athletic programs to determine performance data.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Richard Morris	Coaching Staff	Evaluated annually.
Vision Five								
Objective 1: Develop initiatives that enhance the working environment.		1/1/2002	12/31/2005		ongoing	Dan Hardin	Lisa Brown Rich Fleming Regina Organ Social and Welfare Committees	
Utilize the Welfare committee to promote the interest of staff.	6	1/2/2003	12/31/2003		complete & ongoing	Dan Hardin	Welfare Committee	Welfare committee reviewed and made recommendations for handbook revisions, reviewed and made a recommendation for the board to approve the Transfer of Accrued Sick Leave Plan (TASL).
Social Committee will continue to look at and promote staff activities.	1	1/2/2003	12/31/2003	100%	complete & ongoing	Kelly Holladay	Social Committee	Social Committee put together a Christmas Party for NMJC staff.
Develop a system that measures employee satisfaction.	2	10/1/2003	12/31/2004	15%	in progress	Lisa Brown	Dr. McCleery Vice Presidents	Human Resources is reviewing various surveys and consistently reviews all exit interviews to evaluate satisfaction with working environment, benefits, etc. Will evaluate the formation of a committee to establish a more formal plan for evaluating employee satisfaction campus wide.
Encourage and promote professionalism among staff members.	3	1/1/2003	12/31/2003	100%	complete & ongoing	Sam Oswald	Bill Morrill	Staff training in CPR & Defensive Driving was successful in 2002/03. Re-certification of completers on-going. Supervisor Training through Covey curriculum completed for 2002/03. Two courses planned for Jan. & April 2004 to complete series.
Develop and implement an instrument that determines the effectiveness of supervisors in fostering a positive work environment.	4	1/1/2003	12/31/2004	0%	not addressed	Lisa Brown	Bill Morrill	Human Resources is reviewing various surveys.
Establish and develop programs that foster employee satisfaction.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Lisa Brown	Dr. McCleery Vice Presidents	NMJC has provided Covey Training for supervisors, HR has provided Performance Appraisal Training Sessions for supervisors, & HR has provided Selection Committee Training and supervisor training for handbook changes.
Objective 2: Develop and implement a plan to enhance communication on the campus.		1/2/2006	6/1/2006	50%	in progress	Sam Oswald	Jason Anderson Tim Perry Randy Cook	Informal plan includes communication through written media, signage, employee training, new employee training
Develop an internal chat room to discuss internal college issues.	2	2/2/2006	8/2/2006	0%	not valid	Sam Oswald	Tim Perry	
Objective 3: Promote a culture of teamwork and trust.					ongoing	Steve McCleery	Administrative Cabinet	
Surveys/Cards- Utilize campus surveys and suggestion cards to address concerns on campus	3	6/1/2000	6/1/2005	40%	ongoing	Steve McCleery	Renee Wharton Jerri Shields	Surveys/cards regularly reviewed to address issues and improve services.
Supervisor Training Initiations	2	9/1/2002	5/1/2004	75%	in progress	Sam Oswald	Steve McCleery	Writing Advantage Training has been scheduled for 1/23/04 and a repeat, one year later, of 7-Habits of Highly Effective People in April/May 2004.
Continue to use the administrative cabinet as the basis for promoting teamwork and trust among faculty and staff.	1	1/1/2002	1/1/2005	40%	ongoing	Steve McCleery	Administrative Cabinet	The Admin Cabinet continues to work on this activity. Strides have been made in certain areas of the campus.
Objective 4: Develop a systematic plan for faculty development and training.		1/1/2002	12/31/2002			Rich Fleming	Marilyn Jackson	

Develop a series of programs for faculty development and training.	1	1/15/2003	12/31/2005	50%	ongoing	Rich Fleming	Marilyn Jackson	
Objective 5: Develop and implement a systematic plan for staff and professional development and training.					ongoing	Dan Hardin	Lisa Brown Rich Fleming Regina Organ Sam Oswald Staff Development Committee	
Develop and implement a systematic plan for staff and professional development and training.	1	1/1/2003	12/31/2004	50%	in progress	Dan Hardin		Covey Training for all supervisors is a two year program to develop professionalism in the NMJC supervisors.
Objective 6: Provide competitive/comprehensive human resources package that is in compliance with local state and Federal laws.		1/1/2002	12/31/2005		ongoing	Dan Hardin	Kathy Miller Lisa Brown	
Make use of the faculty senate task force's study to consider overload compensation teaching loads and summer pay.	8	10/1/2002		75%	in progress	Dr. Fleming	Terry Halladay Mickey Best Steve Davis	Commission on Higher Education has provided information for recommended Peer Institutions.
Develop strategies to ensure the ethnic makeup of NMJC employees mirrors that of the community.	2	1/1/2003	12/31/2005		ongoing	Lisa Brown	Kathy Miller	HR has actively advertised positions on KLMA a local Spanish radio station. Also, HR has attended seminars concerning affirmative action strategies. HR has also utilized multiple other venues for posting job openings.
Evaluate and continue to improve the Community College Academy for new NMJC faculty and staff.	7	1/1/2002	5/1/2004	50%	in progress	Sam Oswald	Rich Fleming Dan Hardin Regina Organ Renee Wharton	Evaluation ongoing. Changes made in form, at of classes to adjust surveyed requests.
Promote and encourage the use of the resource center for faculty and staff development.	6	10/1/2002	8/15/2003	100%	complete & ongoing	Dr. Fleming	Mickey Best Steve Davis	Currently Quig Yu an Educational Technology Specialist is operating a Faculty Resource center, with a variety of equipment and software to help develop faculty skills.
Develop a part-time faculty manual.	5	1/1/2003	1/31/2003	0%	not valid	Lisa Brown	Kelly Holladay	Part-time faculty are currently following the full-time handbook.
Explore the use of foundation funds to compensate for interviews travel and moving expenses.	4	1/1/2003	1/31/2003	0%	not valid	Lisa Brown	Cc Nelson Dr. McCleery	
Strive to keep employee salaries and benefits competitive with other higher education institutions in our region.	3	1/1/2003	6/1/2005	40%	ongoing	Dr. McCleery	Lisa Brown	The salary plan was aged and updated in October 2003. We will use this information to plan for compensation increases during the 2004-05 budget year. We are looking at developing a policy for placing individuals on the salary plan. HR has completed an update of the salary plan, bringing the survey up to date.
Develop an employment strategic plan to recruit and maintain quality faculty and staff	1	10/1/2002	8/15/2004		ongoing	Dr. Fleming	Dr. McCleery Kelly Holladay Lisa Brown	Vice President for Instruction has expanded the depth of advertising for quality faculty. HR has expanded the advertising of positions to the internet.
Objective 7: Develop and implement a Board Policy Manual as well as provide for periodic Board training.		6/1/2002	1/1/2003	100%	complete	Dan Hardin	Kathy Miller Lisa Brown	
Develop and implement a Board Policy Manual.	2	6/1/2002	1/1/2003	100%	complete	Steve McCleery	Jerry Shields Richard Lloyd	With the help and leadership of Richard Lloyd, the Board policy manual is complete.
Develop and Implement a new board orientation process	3	1/1/2003	3/1/2003	100%	complete	Lisa Hardison	Steve McCleery Jerri Shields	With the help and Leadership of Lisa Hardison, the board orientation process is complete. Manual presented to Board in the Spring of 2003.
Objective 8: Develop and implement an electronic archival/backup system for the entire campus.		1/1/2002	6/30/2003			Bill Kunko	Renee Wharton Steve McCleery Sam Oswald	
Develop and implement an electronic archival/backup system for the entire campus.	1	1/1/2003	12/31/2004	75%	in progress	Bill Kunko	Renee Wharton Steve McCleery Sam Oswald	Hardware and software in place. Servers are currently being backed up. Individual machines will be incorporated.
Objective 9: Design a platform for policies and procedures ensuring legal compliance.		1/1/2002	4/30/2005	100%	complete & ongoing	Bill Morrill/Lisa Brown	Charley Carroll	
Design a platform for policies and procedures ensuring legal compliance.	22	1/1/2003	4/30/2003	100%	complete & ongoing	Bill Morrill	Lisa Brown	Safety Manual and Employee Handbook complete and up to date. Plan on putting out a new Safety Manual that is easier to navigate. This will be completed by 01-04
Vision Six								
Objective 1: Identify and prioritize needed research and data requirements as an institution.		1/1/2003	12/31/2005	100%	complete & ongoing	Renee Wharton	Administrative Cabinet	

Identify and prioritize needed research and data requirements as an institution	1	1/1/2003	12/31/2003	100%	complete & ongoing	Renee Wharton	Administrative Cabinet	Research and data requirements were prioritized and approved by the administrative cabinet. Priority list will be amended as needed to include new projects and data requirements.
Objective 2: Gather input and provide structure and impetus to the strategic planning process.		1/1/2003	12/31/2005	50%	in progress	Renee Wharton	Administrative Cabinet	
Analyze strategic planning process to improve accountability and ease of reporting.	3	1/1/2003	12/31/2003	100%	complete & ongoing	Renee Wharton	Administrative Cabinet	Established online strategic plan update system . Will continue to improve reporting process to improve user friendliness and ease of reporting.
Maintain consistency of mission overarching principles and vision statements for all NMJC publications. Update as appropriate.	4	1/1/2003	2/1/2005	30%	in progress	Renee Wharton	Tim Perry Sam Oswald Criterion 1&2 NCA Committee	Have completed an initial meeting to determine the documents that currently contain mission documents and to verify consistency and appropriateness. The committee will make recommendations for additional inclusions and modifications. All documents will be updated appropriately following board approval of the 2005-2009 strategic plan in January of 2005.
Strategic plan progress reports.	1	4/1/2003	12/31/2003	100%	complete & ongoing	Renee Wharton		Mid and final updates completed. Will provide board and public with a completed final update at the February board meeting.
Final update of strategic plan presented to board.	2	11/1/2003	3/1/2003	80%	in progress	Renee Wharton	Administrative Cabinet	Final update of the strategic plan will be presented to the board at the February board meeting.
Objective 3: Develop a college lobbying effort that is efficient beneficial and cost effective.		6/1/2002	6/5/2005	30%	ongoing	Steve McCleery		
Lobby Legislators for non-credit funding.	2	1/1/2003	3/30/2003	100%	complete & ongoing	Steve McCleery		The Lobbying efforts led to \$300,000 being awarded to the State's Community Colleges for non-credit funding. We received approximately \$17,000.
Maintain NMJC presence during the 2004 Legislative Session.	3	1/1/2004	2/28/2004	100%	complete & ongoing	Steve McCleery		Various NMJC representatives were present during the 2003 Legislative Session. Steve McCleery will meet with LFC and with HAFC on January 14, 2004.
Objective 4: Develop a plan to collect and promptly report data to the CHE.		1/1/2003	6/15/2003	100%	complete	Dan Hardin	Bill Kunko Jose Flores Robert Bensing Linda Neel	
Develop a plan to collect and promptly report data to the CHE.	1	1/1/2003	6/15/2003	100%	complete	Dan Hardin	Bill Kunko Jose Flores Robert Bensing Renee Wharton	Established an institutional review board that is responsible for ensuring that reports submitted by NMJC are accurate and timely. This board is a standing committee with a chair and eight members.
Objective 5: Develop strategies to ensure we are aware of the latest North Central requirements and are planning for the next NCA visit.				100%	complete	Rich Fleming		
Develop strategies to ensure we are aware of the latest North Central requirements and are planning for the next NCA visit.				100%	complete	Rich Fleming		
Objective 6: Establish a focus group composed of community representatives NMJC staff and students to review and make recommendation regarding the name of the college.		2/4/2002	12/31/2005	0%	not addressed	Renee Wharton	Steve McCleery	
Establish a focus group composed of community representatives NMJC staff and students to review and make recommendation regarding the name of the college.		2/4/2002	12/31/2005	0%	not addressed	Renee Wharton	Steve McCleery	
Objective 7: Sustain open communication with constituents. Remain connected at the local county and state levels.		6/1/2000	6/1/2005	40%	ongoing	Steve McCleery	Administrative Cabinet	
Send delegation to every CHE meeting.	1	6/1/2000	6/1/2005	40%	complete & ongoing	Steve McCleery	Dan Hardin Rich Fleming Regina Organ Renee Wharton Robert Bensing	NMJC has never missed a regularly scheduled CHE Meeting.
Meet with Lea County Superintendents and CSW President- monthly.	2	6/1/2002	6/1/2005	30%	complete & ongoing	Steve McCleery		The superintendents and presidents are meeting monthly.
Analyze the strategic planning process to determine NMJC's reputation and role as a premier community college.	3	1/1/2003	3/15/2004		ongoing	Steve McCleery	Renee Wharton	After the strategic plan update to the board, the administrative cabinet will evaluate the percentages of completed tasks, and determine if we have been accountable to constituents "as a premier cc."
Objective 8: Demonstrate flexibility and willingness to change through responses to community needs.		6/1/2000	6/1/2005	40%	ongoing	Steve McCleery	Administrative Cabinet	

Develop a Waste Handler Certificate and degree for (WIPP) personnel.	1	10/1/2001	1/31/2003	100%	complete	Steve McCleery	Olav Amundsen Mickey Best Richard Fleming	The institution completed a Radiation control Specialist degree and it has been approved by the NMJC board.
Objective 9: Develop an assessment approach to evaluate and provide information on all non instructional college programs.		1/1/2003	10/31/2003		complete	Renee Wharton	Regina Organ Sam Oswald Pat Gorman	
Develop an assessment approach to evaluate and provide information on all non instructional college programs	1	1/1/2003	10/31/2003		complete	Renee Wharton	Regina Organ Sam Oswald Pat Gorman	Programs are currently being evaluated by service area with overlap of campus environment and new student surveys.
Objective 10: Continue to utilize current measurement tools to determine effectiveness and quality of services provided by offices on campus. Explore new methods of evaluating services provided by campus offices.		1/1/2003	12/31/2003		ongoing	Renee Wharton	Administrative Cabinet	
Continue to collect survey data to evaluate services to students for the purpose of improvement.	2	1/1/2002	12/31/2003		complete & ongoing	Renee Wharton	Administrative Cabinet	Campus Environment Survey, Alumni Survey, Graduate Survey have been placed on a rotating basis. The Alumni Survey will be conducted in summer 2004. The New Student Survey is administered annually at fall orientation and the Withdraw Survey is administered each semester.
Continue to use effectiveness rating cards outside each office to address issues and plan for improvement of services to students.	1	1/1/2002	6/1/2005	40%	complete & ongoing	Steve McCleery	Administrative Cabinet	Cards continue to be collected and distributed to each office. Each office maintains a notebook of suggestions and results. A written copy of the response is kept in the office of the president.
Objective 11: Develop a plan to evaluate the first year experience of NMJC students.		5/1/2003	12/31/2005	0%	not addressed	Renee Wharton	Administrative Cabinet Pat Gorman Linda Neel Lance Caviness Lisa Hardison	
Develop a plan to evaluate the first year experience of NMJC students.		5/1/2003	12/31/2005	0%	not addressed	Renee Wharton	Administrative Cabinet Pat Gorman Linda Neel Lance Caviness Lisa Hardison	
Objective 12: Review the effectiveness of the administrative structure annually at budget time.		1/1/2002	2/28/2004		ongoing	Steve McCleery	Administrative Cabinet	
Seek approval to split the NMJC foundation director and grant writing position into (2) positions	1	1/1/2003	4/1/2003	100%	complete	Steve McCleery		The position was split, and a new Director of the Foundation has been hired.
Objective 13: Prioritize computer center requests to meet institutional needs.		1/1/2002	12/31/2005		ongoing	Steve McCleery	Bill Kunko	
Prioritize the work of the computer center staff.	2	1/1/2003	1/31/2003	100%	complete and ongoing	Steve McCleery	Bill Kunko	The priorities have been set, and Bill Kunko and Steve McCleery continue to re-visit the priorities.
Objective 14: Purchase new administrative software package.	1	1/1/2002	11/1/2004	100%	complete	Bill Kunko	Angila Shook Jose Flores Renee Wharton Pat Gorman Robert Bensing Linda Neel Dan Hardin	
Purchase new administrative software package.	1	1/1/2002	11/1/2004	100%	complete	Bill Kunko	Angila Shook Jose Flores Renee Wharton Pat Gorman Robert Bensing Linda Neel Dan Hardin	SCT Banner Administrative Software Package purchased and implementation has begun.
Objective 15: Provide competitive athletic programs with consideration toward Title IX compliance.		1/1/2002	12/31/2005		ongoing	Regina Organ		
Women's Cross Country/Track	1	1/1/2003	12/31/2003	100%	complete & ongoing	Regina Organ	Richard Morris/Bob Jackson	Beginning third year of Women's Cross Country/Track with four returning sophomores. Ranked 7th in the nation in NJCAA Nationals.
Develop three cost models and six equity models	28	1/1/2003	3/31/2004	80%	in progress	Regina Organ	Richard Morris	Developed models to review gender equity. Reviews currently in progress.
Objective 16: Continuously evaluate student needs and issues.		1/1/2002	12/31/2005		ongoing	Regina Organ		
Continuously evaluate student needs and issues	1	1/1/2003	12/31/2003	100%	complete & ongoing	Regina Organ		Met with department leaders and evaluated services throughout the year.
Vision Seven								

Objective 1: Identify, evaluate, and prioritize the maintenance needs of the campus.		1/1/2002	12/31/2005		ongoing	Charley Carroll	Ismael Zuniga, Philip Ingram, Glen Owens	
Use BR&R and ER&R requests to prioritize use of funds	1	1/1/2003	12/31/2003	100%	complete & ongoing	Charley Carroll	Dan Hardin, Steve McCleery	Process is complete for this year.
Objective 2: Refine and update the Master Facility Plan.		10/1/2002	12/31/2004			Charley Carroll	Dan Hardin	
Refine and update the Master Facility Plan.	1	1/2/2002	12/31/2004	50%	in progress	Charley Carroll	Steve McCleery	A landscape plan will be included in the updated master plan. NMJC has utilized #DI to conduct a major impact study of the campus to assess each building and make recommendations. The 3DI report is complete and NMJC is in the process of reviewing and discussing recommendations with 3DI.
Objective 3: Develop a system that will provide long-term planning for all infrastructure programs of the campus.					ongoing	Steve McCleery	Administrative Cabinet	
Develop a system that will provide long-term planning for all infrastructure programs of the campus.	1	1/2/2003	7/1/2004	60%	in progress	Charley Carroll	Steve McCleery	We have completed the 3DI Study on all buildings and infrastructure. The Plan will be used to evaluate infrastructure needs and prepare our infrastructure request for the CHE. We are working the institutional roofing plan, and the seal coating of the circle was completed. Additionally, the HVAC control are being updated across the campus.
Vision Eight								
Objective 1: Maintain and update a Critical Incident Plan for the Campus		1/1/2002	12/31/2005	100%	complete & ongoing	Bill Morrill	Safety Committee	
Continue to update the critical incident plan for the campus and making sure it follows all federal and state guidelines.	1	1/1/2003	8/31/2003	100%	complete & ongoing	Bill Morrill		Critical Incident Plan was reviewed and updated. Ongoing process.
Objective 2: Develop strategies to provide ongoing security/safety training.		1/1/2002	12/31/2005	100%	complete & ongoing	Bill Morrill	Safety Committee	
Develop strategies to provide ongoing training for security personnel.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		Still searching for cost-effective training. Most training available is not cost-effective.
Develop strategies to provide ongoing training for staff.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		Completed for 2002-03. Will continue to review and update annually.
Complete a bi-semester news letter that provides safety information to all students and visitors on the campus.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		Completed for 2002-03.
Objective 3: Conduct a campus-wide safety/security audit and address needs.		1/1/2002	12/31/2005		ongoing	Bill Morrill	Safety Committee	
Continue to keep the safety committee involved in finding and reporting deficiencies throughout the campus as found.	5	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		This is a ongoing process. The safety committee meets and topics of this nature are brought up at each meeting. Also ways to correct the problems located are discussed.
Develop a plan to check compliance with ADA doors on campus to verify they are opening in a manner that will suit disabled students and visitors.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		Doors are checked monthly.
NMJC will continue to assess and respond to ADA compliance issues as well as individual student accommodations.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		ADA assessment completed and ongoing.
Conduct a campus wide OSHA audit and report deficiencies.	4	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		Safety committee involved in this yearly process. Done annually.
Provide a resource for Security personnel to report and document deficiencies throughout the campus as found.	6	7/17/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		Done through daily logs and reviewed daily.
Complete a campus wide inventory of chemicals including instructional chemicals.	7	1/1/2003	7/1/2004	50%	in progress	Bill Morrill		We continue to work on this area. We have outside companies involved in this process so the chemicals that are no longer needed and used can be disposed of properly.
Develop a potential budget for Emergency Management	3	1/1/2003	12/1/2003	100%	ongoing	Bill Morrill		Plan developed, but no funding has been approved to date.

Objective 4: Continue to evaluate compliance of institutional policies with state federal and local laws as they relate to safety/security concerns.		1/1/2002	12/31/2005		ongoing	Bill Morrill	Safety Committee	
Continue to aggressively evaluate changes in state federal and local laws as they pertain to safety/security concerns.	1	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		The Director of Security attends Higher Education Law classes each year and the information obtained in these classes are used.
Continue to seek and attend training that pertains to safety/security issues.	2	1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		Searched for training, but the training found is not cost effective. Will continue to search for training that is affordable.
Objective 5: Establish a baseline for potential exposure and liability concerns and develop strategies to address concerns.		1/1/2002	12/31/2005		ongoing	Bill Morrill	Safety Committee	
Develop a recap of yearly stats as it pertains to personal injury/general liability claims in relationship to location, type of claim, time of day, day of week, month occurred and OSHA classification.		1/1/2003	12/31/2003	100%	complete & ongoing	Bill Morrill		Statistics completed and turned over to Safety Committee and other staff members.
Vision Nine								
Objective 1: Develop a plan to establish a substantial endowment.						Cc Nelson	Administrative Cabinet Directors/Chairs, Jennifer Jordan	
Work with the foundation to build on the foundation for greater support of the college	1	1/15/2003	5/1/2003	100%	complete & ongoing	Steve McCleery	Cc Nelson	The Foundation has agreed to build, own and operate a dorm on behalf of the college. The Foundation continues to fund scholarships and other institutional funding requests. The Foundation's participation/support of the college is at an all-time high. A new Director has been employed and this trend will continue.
Develop a planned giving strategy.	6	7/1/2004	12/1/2004		not addressed	Cc Nelson		
Implement an employee giving plan.	5	3/1/2003	7/1/2004	10%	in progress	Cc Nelson	Dr. McCleery Faculty Senate President Staff President	In February 2004 the College Communications Department will begin running articles on the NMJC Foundation designed to inform the staff of giving opportunities and the availability of payroll deduction.
Establish a foundation for the Western Heritage Center to be used for ongoing operation costs.	2	1/1/1998			not valid	La Jean Burnett		
Establish an annual giving program.	4	7/1/2003	6/30/2004	20%	in progress	Cc Nelson	Foundation Board Dr. McCleery	
Solicit gifts to match the Title V set aside.	3		9/30/2004	100%	complete	Cc Nelson	Foundation Board Dr. McCleery	The Title V set aside has been fully matched. Funds are invested. Earnings will be available for scholarships in spring 2005.
Objective 2: Continue to gather data to evaluate the effectiveness of the institution's financial position and resource base.						Cc Nelson	Dan Hardin Donna Richards	
Establish a peer group list that will give insight as to how we compare with other institutions.	3	1/15/2002	10/31/2002	100%	complete	Dr. McCleery	Dan Hardin	The Commission on Higher Education has approved the Peer Group.
Continue to work with the CHE to understand the standards to which we are compared.	2	1/1/1998	6/1/2005	40%	complete & ongoing	Dr. McCleery	Dan Hardin	The institutions continues to meet with the CHE and the CHE staff to understand the standards that we are compared too. As a result, the institution has made changes in some areas.
Continue to gather data to evaluate the effectiveness of the institution's financial position and resource base.	1				not valid	Cc Nelson		This activity is addressed in the overall objective. Remove as an activity.
Objective 3: Develop a systematic approach to developing and writing grants.		12/31/2003	6/15/2004		in progress	Cc Nelson	Administrative Cabinet Chairs/Directors	
Write grants internally rather than hire grant writers.	1	1/1/2002	12/31/2003		complete & ongoing	Cc Nelson	Grant Directors	On January 5, 2004, a full-time Foundation Director was hired freeing C.c. Nelson to take on the responsibility of grant writing for the college. A grants' procedure policy is in the approval process.
Objective 4: Through an open and amiable dialogue expand the NMJC taxing district.		7/1/1999	2/17/2004	90%	complete	Steve McCleery	Dan Hardin, NMJC Board	
Through an open and amiable dialogue expand the NMJC taxing district.	1	7/1/1999	2/17/2004	90%	complete	Steve McCleery	Dan Hardin, NMJC Board	The campaign in Jal has progressed nicely. Many presentation and been made and NMJC has been represented at many Jal community events.

Objective 5: Annually review tuition and fee policies.						Dan Hardin	Rich Fleming Regina Organ Mickey Best Steve Davis Student Rep.	
Review tuition and fees during budget process in 2003.	2	12/31/2002	6/1/2003	100%	complete & ongoing	Dan Hardin	Administrative Cabinet	Reviewed tuition and fees during budget process. Board approved an increase in tuition and fees for 03-04 fiscal year.
Objective 6: Search for start-up funding for new programs.					ongoing	Dan Hardin	Cc Nelson Steve McCleery Rich Fleming	
Search for grants to be used for start-up funds.	1	1/1/2003	12/31/2003	50%	ongoing	Cc Nelson		Policies to establish grants' priorities are in the development stage and will be reviewed by the President and Administrative Cabinet by March, 2004.
During the budget process 2003 request from Board to allocate reserves for start-up funds for new programs.	2	3/1/2003	4/1/2003	100%	complete	Dr. McCleery	Dan Hardin Dr. Fleming	Completed during the 2003 budget process
Objective 7: Continue to report on performance based indicators as requested.				100%	complete & ongoing	Robert Bensing	Renee Wharton	
Prepare report for PBI - Fall 2002	1	6/2/2003	11/1/2003	100%	complete & ongoing	Robert Bensing	Renee Wharton	PBI Reports completed and submitted. PBI Strategic Plan completed and submitted. Met with administrative cabinet and appropriate staff to review performance indicators and plan for future improvements.
Attend Performance Indicator Person's Meetings	2	1/2/2003	12/31/2003	100%	complete & ongoing	Robert Bensing	Renee Wharton	Attending meetings as scheduled.
Vision Ten								
Objective 1: Prioritize equipment replacement and purchase campus-wide		1/1/2003	1/1/2003	100%	complete & ongoing	Steve McCleery, Dan Hardin	Administrative Cabinet	
Meet with Dan Hardin to prioritize ER&R replacement	1	1/1/2003	7/1/2003	100%	complete & ongoing	Steve McCleery	Dan Hardin	ERR prioritization is complete for 2003
Schedule a meeting with administrative cabinet to submit spending options for ERR	2	1/1/2003	7/1/2003	100%	complete & ongoing	Steve McCleery	Administrative Cabinet	Spending options shared with administrative cabinet
Objective 2: Maintain and update the campus technology plan.					ongoing	Bill Kunko	Technology Committee Mike Williams Steve McCleery	
Maintain and update the campus technology plan.	1	1/1/2003	12/31/2004	75%	ongoing	Bill Kunko	Technology Committee Mike Williams Steve McCleery	Currently in process of updating the plan.
Vision Eleven								
Objective 1: Utilizing the image committee refine update and implement a comprehensive Public Relations/Marketing Plan.		2/4/2002	12/16/2002	75%	in progress	Sam Oswald	Tim Perry	
Gather data on effectiveness of plan (informal & formal surveys)	2	2/4/2002	9/1/2004	75%	in progress	Sam Oswald	Tim Perry	Student survey results in 2003 Orientation Evaluation.
Plan & coordinate Image Committee bi-annual meeting with external/internal committees	1	2/4/2002	3/1/2004	75%	in progress	Sam Oswald	Tim Perry	Plan meeting to survey college marketing status in the community and service area.
Objective 2: Develop and maintain a master calendar of publications media deadlines and special events for internal planning.		2/4/2002	2/1/2004	75%	in progress	Sam Oswald	Tim Perry Dana Martin Kathy Mahan Rudy Rascon Mickey Best	
Present data to Admin. Cabinet in EXCEL format.	4	2/4/2002	5/1/2004	50%	in progress	Sam Oswald	Tim Perry Dana Martin Kathy Mahan Rudy Rascon Mickey Best	Updated Deadlines & Events info. be presented in Spring 2004
Collect requested data (event publication dates deadline dates etc.) from supervisors/staff concerning events & publications in their respective areas.	1	2/4/2002	12/31/2003	100%	complete & ongoing	Sam Oswald	Tim Perry Dana Martin Kathy Mahan Rudy Rascon Mickey Best	Continual revision of data necessary.
Consolidate data into electronic format (EXCEL-List format) for improved search & planning capabilities by event/requestor/deadline request date etc.	2	2/4/2002	12/31/2003	100%	complete & ongoing	Sam Oswald	Tim Perry Dana Martin Kathy Mahan Rudy Rascon Mickey Best	Continual revision of data necessary.

Disseminate data information to Admin. Cabinet for internal planning	3	2/4/2002	5/1/2004	75%	in progress	Sam Oswald	Tim Perry Dana Martin Kathy Mahan Rudy Rascon Mickey Best	New media report given to Cabinet Members at Cabinet Mtg. Proposed marketing and budget plans to be presented in Spring 2004.
Objective 3: Develop a master calendar of campus events activities and deadlines for external dissemination.		2/4/2002	12/31/2005	50%	ongoing	Sam Oswald	Tim Perry Robert Bensing	
Enter data in to database as events & event planning develops.	3	2/4/2002	5/1/2004	50%	in progress	Sam Oswald	Tim Perry Robert Bensing	Activity assigned to PR Marketing Writer & Events/AV Coordinator. Data to be entered in Intranet College Calendar Database for internal communication of information and for distribution to external requestors via NMJC web site.
Request updated information from contributors.	2	2/4/2002	12/1/2003	100%	complete & ongoing	Sam Oswald	Tim Perry, Robert Bensing, Keith Hurley	Communication made to staff on process to submit EVENT information to College Communications for documenting and PSA/media release.
Disseminate EVENT DATA LIST to community & other requestors.	4	2/4/2002	12/31/2003	100%	complete & ongoing	Sam Oswald	Tim Perry, Robert Bensing, Keith Hurley	Process needs refinement. Responsibility has been assigned to Keith Hurley.
Objective 4: Periodically inform the public of NMJC's accomplishments.		2/4/2002	9/13/2002	80%	ongoing	Sam Oswald	Tim Perry	
On a regular basis provide news media with information that promotes/celebrates student/faculty/staff achievements.	5	2/4/2002	12/31/2003	100%	complete & ongoing	Sam Oswald	Tim Perry	Writer position filled and employee is actively communicating with media
Inform students of transferability of course/credits	4	2/4/2002	12/31/2003	100%	complete & ongoing	Sam Oswald	Tim Perry	Information provided in marketing and advertising
Publication of President's Letter to the Community (published in area newspapers).	2	2/4/2002	12/31/2003	100%	complete & ongoing	Sam Oswald	Tim Perry	Thank you to Community page published in Hobbs News Sun and Lovington Leader.
Promote and advise media of NMJC activities	3	2/4/2002	12/31/2003	100	complete & ongoing	Sam Oswald	Tim Perry	New communications process implemented in 12/03 proving to be very successful.
Objective 5: Develop and implement strategies relative to under represented populations		2/4/2002	12/31/2005	60%	ongoing	Sam Oswald	Sharon Jenkins Michael Chavez Tim Perry Lisa Hardison Outside Support	
Participate in special events parades & cultural celebrations	1	2/4/2002	5/1/2004	50%	in progress	Sam Oswald	Sharon Jenkins Michael Chavez Tim Perry Lisa Hardison Outside Support	Specific events to participate in are being determined by College Communications Director and Dean of Continuing Education. Other related committees including Cultural Committee are being consulted.
Develop NMJC jingle in Spanish	2	2/4/2002	12/31/2003	100%	complete	Sam Oswald	Sharon Jenkins Michael Chavez Tim Perry Lisa Hardison Outside Support	Complete until next marketing campaign jingle is chosen-2006
NMJC sponsorship of cultural activities & celebrations	3	2/4/2002	8/1/2004	10%	in progress	Sam Oswald	Sharon Jenkins Michael Chavez Tim Perry Lisa Hardison Outside Support	Informal discussions have been on-going. Planning meetings will be held in Spring 2004.
Objective 6: Develop strategies to enhance visibility and potential in Denver City Seminole Plains and Seagraves.		2/4/2002	1/27/2003	75%		Sam Oswald	Tim Perry Steve Davis Mickey Best Randy Cook Lisa Hardison	
Contact local media in targeted areas.	4	2/4/2002	5/1/2004	30%	in progress	Sam Oswald	Tim Perry Steve Davis Mickey Best Randy Cook Lisa Hardison	Formal visits planned to Denver City and Seminole.
Implement billboard rental	5	2/4/2002	5/1/2004	20%	in progress	Sam Oswald	Tim Perry Steve Davis Mickey Best Randy Cook Lisa Hardison	Item put on hold fall 2003 for Texas market due to rescheduling of dorm construction. Plans to redesign current NMJC billboards in progress/under design considerations.
Present revised budget of projected costs and impact to PR/Mkt. Budget.	3	2/4/2002	2/1/2004	50%	in progress	Sam Oswald	Tim Perry Steve Davis Mickey Best Randy Cook Lisa Hardison	Plan to present marketing plan / budget needed to Cabinet in spring 2004.