

STRATEGIC PLAN 2005-2010



NEW MEXICO JUNIOR COLLEGE

...success through learning

Board approved May 26, 2005



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NMJC HISTORY



NMJC History

New Mexico Junior College, the first junior college in New Mexico, officially came into existence on July 1, 1965, following an October 1964 county-wide election, as provided by the 1963 Junior College Act passed by the New Mexico legislature. A junior college board was appointed to call an election to create a New Mexico Junior College district, approve an operational levy, select NMJC's first president and call for a subsequent election for the issuance of general obligation bonds. This same board served until standing for election to staggered terms in February 1967. NMJC began classes in September 1966 and has continued to enjoy the support, planning, hard work, and good wishes of district taxpayers that resulted in the academic excellence, fine faculty, facilities, and beautiful campus that has become the comprehensive community college of today.

NMJC receives tax-based financial support from the college district consisting of Hobbs, Jal, Lovington, Tatum, and Eunice public school districts. In Lea County, you will not have to search far to find one of the thousands of people whose lives have been favorably touched due to the existence of NMJC. Through its years of service, NMJC has reaffirmed and expanded a commitment to provide the people and communities of the college district with a wide range of academic, vocational, technical, enrichment, economic, and extended learning opportunities.

MISSION



Mission

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

Services Provided by New Mexico Junior College

In support of its mission, New Mexico Junior College (NMJC) offers a variety of educational opportunities and services to meet needs in the lifelong process of personal and professional development. NMJC offers

- programs for students to develop basic academic skills for successful post-secondary study;
- courses and programs that prepare individuals for employment, career updating, and job advancement;
- the first two years of study for those seeking transfer to a four-year college or university;
- public service activities, including workshops, seminars, forums, and cultural arts programs;
- comprehensive student development services which provide student support and assistance; and
- courses for personal growth and cultural enrichment.

VISION AND VALUES



Vision

New Mexico Junior College's mission will be achieved by building a culture that values and promotes excellence, effectiveness, responsiveness, access, and community involvement.

Values

New Mexico Junior College is committed to the following values in support of its mission as we provide services to a diverse college community. New Mexico Junior College defines college community as its students, employees, partners, and citizens of the area we serve.

Access

In keeping with this value, the college

- helps members of the college community overcome their barriers to success;
- provides convenient, affordable educational opportunities and services;
- provides support for students transitioning to college and on to other postsecondary educational opportunities and to the workplace;
- offers education, training, and activities that meet the diverse interests and needs of the college community; and
- supports educational opportunities through technology.

Responsiveness

In keeping with this value, the college

- continually scans the environment locally, regionally, and nationally to identify opportunities that will meet the ever-changing needs and interests of a diverse and dynamic college community;



- enriches and increases partnerships to identify and meet the educational needs of the college community;
- remains flexible to respond creatively and appropriately to the changing world and to the educational, social, and cultural needs of the diverse college community;
- provides employees with opportunities for professional growth and development;
- ensures fiscal responsibility and public accountability;
- offers relevant programs and support services that meet the needs of a diverse college community; and
- contributes to the social, cultural, and economic development of the college community.

Effectiveness

In keeping with this value, the college will build its understanding and commitment of effectiveness by

- establishing and tracking student outcomes to evaluate and improve learning;
- promoting employees' roles and responsibilities in fostering a climate of learning;
- promoting high academic standards through excellent instruction;
- engaging in sound planning, management, and systematic evaluation for the improvement of programs and services;
- ensuring adequate, fair, and equitable benefits, policies, and procedures;
- acquiring and allocating resources to support the mission and goals of the college;
- keeping the college community aware of college activities, needs, and performance;
- providing a supportive, caring, student-centered environment;
- fostering a work environment that encourages open communication, innovation, productivity, accountability, and personal commitment; and



- providing and using current technologies that support educational and training objectives.

Excellence

In keeping with this value, the college will build its understanding and commitment of high standards and quality by

- committing to an environment of self evaluation and continuous improvement;
- setting benchmarks to develop an understanding of excellence;
- nurturing the development and practice of leadership;
- encouraging and rewarding initiative, innovation, outstanding performance, ethical decision making, and accountability;
- offering support services that are designed to foster success; and
- striving for an environment that does not accept mediocrity.

STRATEGIC PLAN OVERVIEW



Strategic Plan Overview

Strategic Planning is simply thinking about where we want to go and how we want to get there. It involves everyone who has a stake in the future of the college. To date, the strategic plan represents the collective ideas of the various stakeholders: the community, the students, the faculty and staff; and finally, the board must approve this very important document.

Every three years New Mexico Junior College (NMJC) engages in a two-day Strategic Planning Board Work Session. It is extremely important to involve many different stakeholders in the planning process. The following is an overview of individuals invited to participate in the 2004 Strategic Planning Board Work Session:

- Lea County Legislators
- Lea County Public Schools
- Lea County Municipalities
- Lea County Economic Development
- College of the Southwest
- Eastern New Mexico University
- Commission on Higher Education
- New Mexico Association of Community Colleges
- New Mexico Junior College Foundation
- Local Media
- New Mexico Junior College Faculty, Staff, and Students

After gathering input from the college community, the Strategic Planning Team established the goals and objectives necessary to support NMJC's mission, vision, and values for the 2005-2010 Strategic Plan. The planning system for New Mexico Junior College consists of synergistically interweaving several components together to provide the impetus to move the college forward. The components are:

- Strategic Plan** The strategic plan is the long-range outlook that gives needed information and direction to the college for growth over the next five years. **Strategic Plan progress is updated annually to ensure progress and accountability.**
- Master Plan** The Campus Master Plan utilizes the Strategic Plan to give needed information and provide direction for campus growth and expansion.
- Budget Plan** The Budget Plan provides the resource requirements to achieve the Strategic Plan.



**Information
Technology Plan**

The 3-year IT plan is provided to the New Mexico Higher Education Department to inform them of institutional progress in the replacement and update of technology equipment.

Roofing Plan

The institutional Roofing Plan provides a detailed analysis of all institutional roofs and the year in which they should be replaced.

ER&R Plan

The institutional Equipment Replacement and Renewal (ER&R) Plan provides a replacement schedule for equipment throughout the campus.

BR&R Plan

The institutional Building Replacement and Renewal (BR&R) Plan provides for building renewal and replacement on an annual basis.

**Paving and
Sealant Plan**

The institutional Paving and Sealant Plan provides for periodic renewal of campus roadways and parking lots.

**SWOT
Overview**

The Appendix represents information gathered during the 2004 planning process. It represents input from the college community of students, employees, partners, and citizens of the service area. This information provides the conceptual framework for the Mission, Vision, Values, Goals, and Objectives. **This portion of the document should be read first.**

STRATEGIC PLAN DEVELOPEMENT



Strategic Planning Development

Strategic Plan Progress Report

December 2002 to December 2004

The planning stage for the strategic plan begins with a comprehensive update of the past year's objectives and activities. Institutional Research and Planning communicates with each task leader to report progress. A final Strategic Plan Progress Report is presented annually to the Administrative Cabinet and Board. Strategic Plan Updates are posted on the college's website.

Strategic Planning Board Work Session Preparation

September 2004

The planning team begins preparation for the Strategic Planning Board Work Session early. Representatives from the community, legislators, partners, CHE, NMACC, Media, Foundation, students, faculty, staff, and Board are contacted and invited to participate in the planning process. These individuals are asked to complete a survey that addresses NMJC's strengths, weaknesses, opportunities, and threats (SWOT analysis). In addition, they are asked to share their ideas for future NMJC initiatives. During this planning session, the college invited our internal and external constituents to share their thoughts regarding NMJC's mission, vision, and values.

Strategic Planning Board Work Session

December 2004

The Strategic Planning Board Work Session takes place over two full days with representatives from the community, legislators, partners, CHE, NMACC, media, NMJC Foundation, students, faculty, and staff presenting their SWOT analysis of NMJC to the Board. Following all presentations the Board evaluates the input gathered and selects several priorities it feels NMJC should focus on in the upcoming strategic plan.

Internal Campus Prioritization

January 2005

NMJC employees and students were asked to prioritize the compiled lists of NMJC Opportunities and Future Initiatives. The planning committee also gathered further input from employees and students regarding the college's mission, vision, and values.

Administrative Cabinet Strategic Planning Meeting Preparation

February 2005

The planning team coordinated and analyzed all information gathered during the Board Work Session, and Internal Campus Prioritizations. The team evaluated the current mission documents and recommended the creation of new mission and vision statements that reflected the future direction of NMJC. In addition, the team recommended that NMJC replace the overarching principles with institutional values.

Strategic Planning Administrative Cabinet Meeting

March and April 2005

The planning team and the administrative cabinet participated in three one-day retreats to identify the elements necessary to craft new mission, vision, values, goals, and objectives for NMJC. All strategic objectives from the 2002-2006 Strategic Plan can be addressed within the four goals of the 2005-2010 Strategic Plan, thereby ensuring plan continuity.

Board Work Session

May 2005

Planning team to present 2005-2010 Strategic Plan to the Board.

STRATEGIC PLAN DEVELOPEMENT



Board Meeting

May 2005

Board to approve the 2005-2010 Strategic Plan

Presentation of 2005-2010 Strategic Plan to College Community

June through September 2005

Present the 2005-2010 Strategic Plan to campus community. Implement a planned campaign to share the college's new mission, vision, and value statements and to integrate strategic goals and objectives into individual work environments.

Strategic Plan Goals Team Training and Action Plan Preparations

June through December 2005

Planning Team to work with Goal team leaders and members to establish action plans to accomplish strategic goals and objectives. Planning Team will actively participate in Goal Teams to provide resources, information and support in an effort to ensure plan success.

The Goal Team Leaders will enlist the assistance of appropriate individuals campus-wide to create and implement an action plan for their respective goals. In addition, the Goal Team Leaders will oversee the creation and implementation of action plans for each objective listed for their goal.

The Planning Team will serve as a liaison between Goal Teams and the Administrative Cabinet to facilitate the prioritization, implementation, support, and resources for the action plans.

Team Work Session

February 2006

Annual February team work sessions are designed to provide an opportunity for team members to share objective successes and discuss obstacles to objective completion with the planning team and administrative cabinet.

Team Work Session—July 2006

Annual July team work sessions are designed to provide an opportunity for team members to share objective success and discuss obstacles to objective completion with the planning team and administrative cabinet.

STRATEGIC GOALS



Mission

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

Vision

New Mexico Junior College's mission will be achieved by building a culture that values and promotes excellence, effectiveness, responsiveness, access, and community involvement.

Goals

New Mexico Junior College has developed four goals to guide the college in meeting its mission and vision for the future.

- New Mexico Junior College will build a culture and environment that values and promotes excellence.
- New Mexico Junior College will commit to an environment of effectiveness.
- New Mexico Junior College will continue to expand access to learning opportunities.
- New Mexico Junior College will respond to opportunities that will meet the ever-changing needs and interests of its diverse and dynamic college community.

Throughout this document New Mexico Junior College defines college community as its students, employees, partners, and citizens of the area we serve.

STRATEGIC GOALS



Strategic Goal 1

New Mexico Junior College will build a culture and environment that values and promotes excellence.

Objectives

- 1.1. Commit to an environment of self evaluation and continuous improvement.
- 1.2. Set benchmarks to develop an understanding of excellence.
- 1.3. Nurture the development and practice of leadership.
- 1.4. Encourage and reward initiative, innovation, outstanding performance, ethical decision making, and accountability.
- 1.5. Offer support services that are designed to foster success.
- 1.6. Strive for an environment that does not accept mediocrity.

Team Leaders

Lance Caviness	Director of Student Life
Cyndi Stephenson	Academic/Career Planner
Kelly Holladay	Professor, Science/Aquatics (Interim Dean of Arts and Sciences)



Strategic Goal 2

New Mexico Junior College will commit to an environment of effectiveness.

Objectives

- 2.1 Establish and track student outcomes to evaluate and improve learning.
- 2.2 Promote employees' roles and responsibilities in fostering a climate of learning.
- 2.3 Promote high academic standards through excellent instruction.
- 2.4 Engage in sound planning, management, and systematic evaluation for the improvement of programs and services.
- 2.5 Ensure adequate, fair, and equitable benefits, policies, and procedures.
- 2.6 Acquire and allocate resources to support the mission and goals of the college.
- 2.7 Keep the college community aware of college activities, needs, and performance.
- 2.8 Provide a supportive, caring, student-centered environment.
- 2.9 Foster a work environment that encourages open communication, innovation, productivity, accountability, and personal commitment.
- 2.10 Provide and use current technologies that support educational and training objectives.

Team Leaders

Renee Wharton Director of Institutional Effectiveness

Marilyn Dill Associate Director of Institutional Effectiveness

Patricia Youngblood Professor, Mathematics



Strategic Goal 3

New Mexico Junior College will continue to expand access to learning opportunities.

Objectives

- 3.1 Help members of the college community to overcome their barriers to success.
- 3.2 Provide convenient, affordable educational opportunities and services.
- 3.3 Provide support for students transitioning to college and on to other postsecondary educational opportunities and to the workplace.
- 3.4 Offer education, training, and activities that meet the diverse interests and needs of the college community.
- 3.5 Support educational opportunities through technology.

Team Leaders

Pat Gorman Dean of Counseling

Sharon Jenkins Director of Library Services

Angila Shook Professor, Computer Information Systems



Strategic Goal 4

New Mexico Junior College will respond to opportunities that will meet the ever-changing needs and interests of its diverse and dynamic college community.

Objectives

- 4.1 Continually scan the environment locally, regionally, and nationally to identify opportunities that will meet the ever-changing needs and interests of a diverse and dynamic college community.
- 4.2 Enrich and increase partnerships to identify and meet the educational needs of the college community.
- 4.3 Remain flexible to respond creatively and appropriately to the changing world and to the educational, social, and cultural needs of the diverse college community.
- 4.4 Offer relevant programs and support services that meet the needs of a diverse college community.
- 4.5 Contribute to the social, cultural and economic development of the college community.
- 4.6 Provide employees with opportunities for professional growth and development.
- 4.7 Ensure fiscal responsibility and public accountability.

Team Leaders

Lisa Hardison	Dean of Continuing Education/ Workforce Development/Distance Learning
Terry Holloman	Professor, Reading/Writing in Transitional Studies
Renee Wharton	Director of Institutional Effectiveness
Mary Jane Ward	Dean of Business and Technology

PBB INDICATORS



Performance Based Budgeting Indicators

New Mexico Junior College, in conjunction with the New Mexico Association of Community Colleges (NMACC), has developed ten indicators to be utilized for performance based funding. These indicators have evolved over a period of several years of collaboration with the member institutions of the NMACC. The planning group, formed by the NMACC for performance based funding, has become known as the PIPs – Performance Indicator Person(s).

The indicators developed by the PIPs fit naturally with the NMJC Strategic Plan. Listed below are 2005-2010 Strategic Plan goals and objectives that promote growth in the ten performance based funding areas.

PBI 1 - Academic Quality/Student Progress and Success

Outcome

Annually each cohort of new students (beginning with fall 1998) who were intending to transfer or obtain a career credential (based on an intent model adopted by NMACC) will be tracked after 3 years. At this point the number who received a degree or certificate, transferred, became transfer ready (as defined by NMACC), or are still enrolled will be determined.

NMJC Strategic Goals and Objectives

- 1.1 Commit to an environment of self evaluation and continuous improvement.
- 1.5 Offer support services that are designed to foster success.
- 2.1 Establish and track student outcomes to evaluate and improve learning.
- 2.2 Promote employees' roles and responsibilities in fostering a climate of learning.
- 2.3 Promote high academic standards through excellent instruction.
- 2.8 Provide a supportive, caring, student-centered environment.
- 2.10 Provide and use current technologies that support educational and training objectives.
- 3.1 Help members of the college community to overcome their barriers to success.
- 3.3 Provide support for students transitioning to college and on to other postsecondary educational opportunities and to the workplace.
- 4.2 Enrich and increase partnerships to identify and meet the educational needs of the college community.



PBI 2 - Economic Impact

Outcome

Annual placement rates of graduates who were located and placed in jobs will increase over the three-year rolling average.

NMJC Strategic Goals and Objectives

- 3.2 Provide convenient, affordable educational opportunities and services.
- 3.3 Provide support for students transitioning to college and on to other postsecondary educational opportunities and to the workplace.
- 4.2 Enrich and increase partnerships to identify and meet the educational needs of the college community.
- 4.3 Remain flexible to respond creatively and appropriately to the changing world and to the educational, social, and cultural needs of the diverse college community.
- 4.4 Offer relevant programs and support services that meet the needs of a diverse college community.
- 4.5 Contribute to the social, cultural and economic development of the college community.
- 4.6 Provide employees with opportunities for professional growth and development.

PBI 3 and PBI 4 - Accessible and Affordable Education

Outcome

Fall 2004 female and minority enrollments and 2004-05 graduates are within 5% of the ethnic and gender makeup of the community served based on the 2000 census profile of the adult population in the areas served.

NMJC Strategic Goals and Objectives

- 3.1 Help members of the college community to overcome their barriers to success.
- 3.2 Provide convenient, affordable educational opportunities and services.
- 3.3 Provide support for students transitioning to college and on to other postsecondary educational opportunities and to the workplace.
- 3.4 Offer education, training, and activities that meet the diverse interests and needs of the college community.



PBI 5 and 6 - Service to New Mexicans

Outcome

Numbers served in the Advanced Career Technology Academy (ACT Academy) and in distance education programs will be increased based on three-year rolling averages from a baseline rolling average of program participants from 2000-2002.

NMJC Strategic Goals and Objectives

- 1.1 Commit to an environment of self evaluation and continuous improvement.
- 1.5 Offer support services that are designed to foster success.
- 2.1 Establish and track student outcomes to evaluate and improve learning.
- 2.4 Engage in sound planning, management, and systematic evaluation for the improvement of programs and services.
- 2.8 Provide a supportive, caring, student-centered environment.
- 2.10 Provide and use current technologies that support educational and training objectives.
- 3.1 Help members of the college community to overcome their barriers to success.
- 3.2 Provide convenient, affordable educational opportunities and services.
- 3.3 Provide support for students transitioning to college and on to other postsecondary educational opportunities and to the workplace.
- 3.4 Offer education, training, and activities that meet the diverse interests and needs of the college community.
- 3.5 Support educational opportunities through technology.
- 4.2 Enrich and increase partnerships to identify and meet the educational needs of the college community.
- 4.3 Remain flexible to respond creatively and appropriately to the changing world and to the educational, social, and cultural needs of the diverse college community.
- 4.4 Offer relevant programs and support services that meet the needs of a diverse college community.



PBI 7 - Effective and Efficient Use of Resources

Outcome

For those programs in existence three or more years, there will be more programs annually having increasing or level enrollments over a three-year period than decreasing enrollments beginning in 1999.

NMJC Strategic Goals and Objectives

- 1.1 Commit to an environment of self evaluation and continuous improvement.
- 1.4 Encourage and reward initiative, innovation, outstanding performance, ethical decision making, and accountability.
- 2.4 Engage in sound planning, management, and systematic evaluation for the improvement of programs and services.
- 2.9 Foster a work environment that encourages open communication, innovation, productivity, accountability, and personal commitment.
- 2.10 Provide and use current technologies that support educational and training objectives.
- 4.1 Continually scan the environment locally, regionally, and nationally to identify opportunities that will meet the ever-changing needs and interests of a diverse and dynamic college community.
- 4.2 Enrich and increase partnerships to identify and meet the educational needs of the college community.
- 4.3 Remain flexible to respond creatively and appropriately to the changing world and to the educational, social, and cultural needs of the diverse college community.
- 4.4 Offer relevant programs and support services that meet the needs of a diverse college community.
- 4.7 Ensure fiscal responsibility and public accountability.



PBI 8 - Student Persistence

Outcome

Are community college students persisting from a given Fall to Spring term and a Fall to Fall term at increasing rates annually and based on rates of a set of peers and do persistence rates vary among ethnic and gender groups?

NMJC Strategic Goals and Objectives

- 1.1 Commit to an environment of self evaluation and continuous improvement.
- 1.3 Nurture the development and practice of leadership.
- 1.5 Offer support services that are designed to foster success.
- 2.1 Establish and track student outcomes to evaluate and improve learning.
- 2.2 Promote employees' roles and responsibilities in fostering a climate of learning.
- 2.3 Promote high academic standards through excellent instruction.
- 2.8 Provide a supportive, caring, student-centered environment.
- 2.10 Provide and use current technologies that support educational and training objectives.
- 3.1 Help members of the college community to overcome their barriers to success.
- 3.2 Provide convenient, affordable educational opportunities and services.
- 3.3 Provide support for students transitioning to college and on to other postsecondary educational opportunities and to the workplace.
- 3.4 Offer education, training, and activities that meet the diverse interests and needs of the college community.
- 3.5 Support educational opportunities through technology.
- 4.2 Enrich and increase partnerships to identify and meet the educational needs of the college community.
- 4.4 Offer relevant programs and support services that meet the needs of a diverse college community.



PBI 9 - Percentage of Faculty Teaching Full-time (External Unique Indicator)

Outcome

Percentage of Faculty Teaching Full-time at NMJC by Gender

NMJC Strategic Goals and Objectives

- 1.1 Commit to an environment of self evaluation and continuous improvement.
- 1.2 Set benchmarks to develop an understanding of excellence.
- 1.4 Encourage and reward initiative, innovation, outstanding performance, ethical decision making, and accountability.
- 2.3 Promote high academic standards through excellent instruction.
- 2.5 Ensure adequate, fair, and equitable benefits, policies, and procedures.
- 2.6 Acquire and allocate resources to support the mission and goals of the college.
- 2.9 Foster a work environment that encourages open communication, innovation, productivity, accountability, and personal commitment.
- 4.6 Provide employees with opportunities for professional growth and development.

PBI 10 - Graduation Rates (External Common Indicator)

Outcome

Are graduation rates at our community colleges increasing based on institutional annual comparison rates and rates of a set of peers (NM Department of Higher Education approved) and are there disparities in rates among gender and ethnic groups?

NMJC Strategic Goals and Objectives

- 1.1 Commit to an environment of self evaluation and continuous improvement.
- 1.3 Nurture the development and practice of leadership.
- 1.5 Offer support services that are designed to foster success.
- 2.1 Establish and track student outcomes to evaluate and improve learning.
- 2.2 Promote employees- roles and responsibilities in fostering a climate of learning.
- 2.3 Promote high academic standards through excellent instruction.
- 2.8 Provide a supportive, caring, student-centered environment.
- 2.10 Provide and use current technologies that support educational and training objectives.
- 3.1 Help members of the college community to overcome their barriers to success.
- 3.2 Provide convenient, affordable educational opportunities and services.
- 3.3 Provide support for students transitioning to college and on to other postsecondary educational opportunities and to the workplace.
- 3.4 Offer education, training, and activities that meet the diverse interests and needs of the college community.
- 3.5 Support educational opportunities through technology.
- 4.2 Enrich and increase partnerships to identify and meet the educational needs of the college community.
- 4.4 Offer relevant programs and support services that meet the needs of a diverse college community.

SWOT OVERVIEW



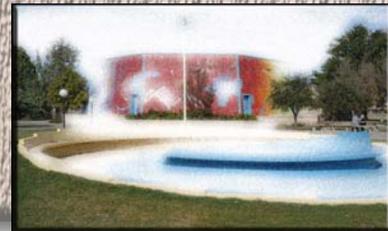
STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Representatives from the college community were invited to participate in the planning process by completing a survey addressing NMJC's strengths, weaknesses, opportunities, and threats (SWOT Analysis). Representatives presented their SWOT Analysis during the two-day Board Work Session in December 2004. The following section summarizes responses received from the following constituent areas:

- Lea County Legislators
- Lea County Public Schools
- Lea County Municipalities
- Lea County Economic Development
- College of the Southwest
- Eastern New Mexico University
- Commission on Higher Education
- New Mexico Association of Community Colleges
- New Mexico Junior College Foundation
- Local Media
- New Mexico Junior College Faculty, Staff, and Students

Please note the responses have been grouped by theme. Similar comments have been combined and the number of repetitions indicated within the parentheses following the statement.

STRENGTHS



STRENGTHS

Buildings/ Structures/Grounds/Equipment

- Well maintained buildings (8)
- Beautiful campus (9)
- Great facilities and infrastructure (29)
- Expansion of student center – offer better services to students (2)
- Lea County Cowboy Hall of Fame and Western Heritage Center Museum (2)
- Physical Plant (2)
- Land for expansion
- Good equipment (2)
- Beautiful, well-maintained campus (3)
- New Student Center and dorms
- Western Heritage Museum
- Expanding our student center to free up the 2nd floor of Pannell Library

Community Relations/Partnerships/Collaborations

- Respond quickly to needs (3)
- Solid standing partner relationships (Law Enforcement, Corrections, Automotive)
- Excellent community partner
- Supporting community (4)
- Relationship with community / service area (2)
- Community / Student support (2)
- Community Involvement (3)
- Collaboration with schools and colleges (3)
- Sensitive to the needs of / serves the community (4)
- Benefit from caring community
- Career opportunities / local employment (1)
- Communication with CSW
- Community (county and state) support
- Community relationship
- Community support - 5 mill levy
- Corporate collaborations (ford / gym) / TV
- Embrace common goals with CSW
- Help with annual – Jal HS
- Linkages of resources in community: counseling, security
- Partnering with ENMU and teachers at HS level means additional funding for HS (2)
- Partnerships with CSW
- Rodeo partnership with CSW
- Strong community support (5)
- Supportive, involved community (5)
- Communities appreciate college
- Strong college presence (2)

STRENGTHS



Continuing Education

- Strong Cont. Ed. dept. willing to work & help
- Driver's education
- DWI program
- CDL program
- Summer programs for kids (2)

Distance Education

- Growing Distance Education (2)
- Web course offerings (2)
- High School Distance Offerings
- Distance Ed: web-CT, ITV, TV, Video-conferences
- Online courses

Environment

- Wonderful place to work
- Affordable cost-of-living
- Vibrant and growing location (3)
- Supportive environment
- A positive learning and working environment (1)
- Positive atmosphere (4)
- Diverse student body (7)
- Strong 2-year programs and preparation for transfer to 4-year institutions (2)
- Geographical location (1)
- Small classes (9)
- Learning-centered environment (3)
- Atmosphere – Board / Staff relationships
- Good / Positive working environment (6)
- Local students “fit in”
- Affordable / Low tuition (25)
- Small school – community based (2)
- Athletic programs (3)
- Relationship with computer center
- Relationships with faculty and staff
- Size of campus – good transition from high school to university

STRENGTHS



Faculty/Staff

- Creative faculty
- Qualified faculty
- Dedicated faculty and staff (4)
- Helpful and Caring professionals (6)
- Knowledgeable faculty (3)
- Extra mile for students
- People who want to go beyond “just enough to get a pay check”
- Employees (attitudes, work ethic, etc.)
- Grounds Crew
- Fun and friendly people – teamwork (2)
- Dedicated, quality faculty (44)
- Dedicated, quality staff (20)
- Cohesive faculty, staff, and administration (3)
- Caring employees (3)
- Congenial faculty, staff, and administration (3)
- 95% of faculty instructors are very hospitable/friendly
- Administration/ faculty/ staff
- Dedicated employees
- Diversity of music instructors – have a lot to offer
- Employees
- Enthusiasm of faculty
- Experienced people
- Faculty (3)
- Faculty and staff (3)
- Faculty attitude
- Faculty interaction – proactive
- Friendliness of staff/ administration classes at HS-Jal
- Personal contact with caring faculty (5)
- Staff
- Staff on student services and experiences
- Support for professional development (2)
- Excellent faculty (3)
- Professionally developed faculty
- Great support staff/ maintenance group
- Great support staff that help facilitate the students and the community
- Knowledgeable staff
- Devoted administration/ faculty/ staff
- Caring and hard-working faculty and staff
- Friendly/ helpful/ caring staff at NMJC (5)
- Ability for people to come together and work towards one common goal

STRENGTHS



Finances/Funding

- Good revenues currently with oil prices
- Oil and gas dollars / funding
- Strong financial base (3)
- Healthy reserves
- 10.5 million dollar payroll adds to the Lea County economy
- NMJC budget (2)
- Strong financial base with no debt
- Been fiscally responsible with oil and gas money
- Education provided in cost effective manner
- Financial base, leadership
- Financial position is strong
- Funding for facilities: ie student center, etc.
- Grant \$
- Receiving state funding (not having to rely solely on tuition and Lea County)
- State funding-GEO bonds
- Solid fiscal / financial leadership and responsibility (9)

Foundation

- Active NMJC foundation (2)
- NMJC Foundation

Governance

- Independent
- An Excellent Board
- A working board that is concerned about the future of the institution
- Support board, administration, faculty, staff
- Committed and supportive Board of Trustees (6)

Growth/Recruiting

- Closeness to Texas and facilities
- Recruiting all over (3)
- Additional recruiter (2)

STRENGTHS



Leadership/Administration

- Strong Leadership (2)
- Approachable administration
- Fantastic Administration
- Quality leadership by the President and the Board (6)
- Like Dr. McCleery
- Administration (2)
- Dr. McCleery is accessible
- Great administrative leadership with strong visions and goals (9)
- President is a profound strength for NMJC, local community, and state (6)
- Dedicated, quality administration (15)
- Loyal and committed administrative team
- Leadership of the community (2)
- Forward-thinking, supportive, and proactive President and administration (9)
- Willingness to address issues such as compensation (1)

Learning/Instruction/Curriculum/Programs

- Quality instruction (3)
- Willingness to expand into new programs and areas of instruction
- Wide array of course offerings (4)
- Technical/vocational training
- A strong instructional program with quality staff, low tuition, and diverse programs (3)
- Academies
- Curriculum
- Dual credit classes / concurrent enrollment (7)
- Good use of and support for technology to enhance learning (8)
- Strong arts program – benefits the community and volunteering in the community
- Quality of education opportunities
- Good, solid academic and career programs (2)
- Excellent Automotive Training and Nursing Programs (2)
- Support of our programs
- Technical courses – web design

Lobbying Efforts/Legislative and CHE Support

- Partnerships with other educational institutions (2)
- Political influence
- Rapport with CHE and Legislators (2)
- Strong state political support (3)
- Good legislatures who work for the good of NMJC

STRENGTHS



Planning/Continuous Improvement

- Constant environmental scanning
- Strategic Planning (2)
- BR&R and ER&R plans
- Desire to Improve (3)
- Support for continuous improvement (1)
- Planning and development (2)
- Allowing stakeholders to participate in developing a strategic plan for future growth (2)
- Assessing potential legislative changes
- Constant reassessment
- Planning and development
- Strategic planning process (5)
- Willingness to change to improve (1)
- Desire to continue to improve/Tracking student success (2)

Policies/Benefits/Services

- Commitment for student code of conduct
- Document center
- Employee benefits
- Payroll system
- Policies and procedures in place
- Purchase card system
- Records-paperless record of students eventually
- Security: 24/7
- Employee incentive to continue education
- Excellent benefits and total compensation package (2)
- Employee Professional Development/travel dollars (2)
- Employee handbook

Reputation

- Good track record
- A positive image/reputation with strong community support (3)
- Good reputation (7)
- Good, strong image
- One of top performance measures
- Positive community opinion of NMJC

STRENGTHS



Responsiveness

- “Can do” attitude
- Willingness to accommodate community needs and growth of new industry (3)
- Responsiveness (2)
- Tenacious
- Willingness to help
- Working together toward common good

Student Support/Students

- Student oriented
- Ability to serve people (2)
- Scholarships and grants for students who qualify (2)
- Athletic programs (3)
- Serves non-traditional students’ needs (1)
- Serves underprepared students’ needs (4)
- Business clubs
- Financial aid to students
- Free tutoring (2)
- Good transition from HS to 4-year school
- Meet students needs
- Model for retention
- Positive transition from HS to college
- Satisfaction of students
- Student – early success
- Student support
- Students
- Support for needed intervention for students (1)
- Trio and grant programs-elem-students thru h.s. visit NMJC
- Athletic scholarship programs
- Opportunities for students
- Preparation for student transfer
- Preparation step up to challenges
- Provide opportunities to AT-RISK students

WEAKNESSES



WEAKNESSES

Community/Community Relations

- Lack of collaboration/sharing of information with public schools
- Responsiveness to our community
- Community lacks awareness of some college services (3)
- Investment back into the community
- Assess the market and respond accordingly
- More responsive to community, awareness, business
- Not a college town
- Partnerships w/businesses
- Community needs

Communication

- Communication, communication, communication
- Poor inter-department communication (2)
- Major problem with campus wide communications
- Lack of internal and external communication (12)
- Lack of regular meetings with the president to let all employees to dispel rumors
- Employees do not feel part of the whole
- Need a culture of learning
- Website is confusing and difficult to navigate
- No student web pages
- Business interface and communication
- Lack of communication to night students
- Lack of communication w/new students

Continuous Improvement

- No continuous improvement framework
- Lack of involvement of staff/faculty in problem solving affecting their area
- Collecting useful data and not utilizing it in evaluating programs or making decisions
- No coordinated effort of institutional effectiveness
- Share information about environmental scanning
- Need evaluation and assessment at all levels to insure that everyone is doing a good job.
- When evaluation and assessment are done, change should be implemented and monitored
- NMJC's recognition of weaknesses from within

WEAKNESSES



Curriculum

- Cultural offerings need drastic overhaul and renewed oversight
- Lack of coordination between administration and nursing department
- Grassroots feeling for needs of employers, community, students
- Lack of program evaluation
- Lack of programs such as culinary arts
- Lack of existing program growth and expansion of programs
- Diversified language program
- Need to bring up to par
- Restricted class offerings
- Course transferability
- Need more online courses for nontraditional students
- Better academic scholarships more on par with athletic scholarships
- Need continuing awareness of education needs of the community
- Need more/better distance education resources
- Expanded use of WebCT has been difficult on instructors and students
- Class are scheduled around faculty preferences instead of student needs
- Students are not held to high enough standards (2)
- Lax prerequisites
- Students are allowed into skilled-reader classes such as psychology or sociology and basic reading at the same time
- Poor performance of nursing students on standardized tests
- Need to expand academic programs
- Articulation of basic coursed
- Course offerings
- Get disciplines together – exp: English faculty with HS teachers
- Keeping the nursing program
- Low perception of some programs
- Trying to do too many programs

Enrollment/Growth

- Declining population in Lea County
- No plan for retaining students
- Location makes it difficult to recruit students
- Improved efforts for student retention (9)
- Enrollment could be at risk
- Enrollment strategies
- Improve student recruitment
- Retention of non-traditional students
- Competition- regional and global (2)

WEAKNESSES



Environment

- Class sizes are too large (2)
- Geographical Information System should be in place
- Environment too uncomfortable to be conducive to learning
- Grade school chair/ desks are less effective than tables and chairs (2)
- Encouraging students is substituted for good teaching
- Small kingdoms within the college that only work for their own interests
- Location provides limited clinical opportunities for nursing students
- Not enough student representation
- Snack bar is not open in the evenings
- Catered food not served according to health regulations
- NMJC is isolated and provincial (2)
- Losing community service/ career focus
- Partnerships, such as Leaco, that may present a conflict of interest
- Inability to fill key positions, such as Dean of Arts and Sciences
- Below peers in graduation attainment and persistence
- Admission requirements
- Cafeteria menu (2)
- Customer service
- Facilities not available at night (bookstore, snack bar, game room)
- Image of “junior” what it implies
- Location
- Rural
- Low graduation rates
- Being a two-year institution instead of a four-year institution

Finances/Funding

- Volatile budget due to politics and oil prices
- Reliance on petroleum industry (2)
- Funding (2)
- Legislative changes we can’t control
- Low tuition
- Tuition
- Tuition perception issue- saturated market
- Funding formula
- Volatility of tax base

Foundation

- Community knowledge of the NMJC foundation
- Better exposure of foundation
- Tracking and communicating with alumni

WEAKNESSES



Governance

- Issues not being dealt with by board because consensus is desired. It appears that two board members know their two votes can be a majority as long as this attitude prevails.
- Certain board member's unwillingness to let the president lead and do his job (2)
- Inexperience of the board (2)
- Perceived lack of confidence by board toward administration (3)
- Division among board members
- Work closer with the board

Infrastructure

- Unable to maintain Infrastructure
 - Networks
 - PC Support
 - Implementing new technology
 - Telephones (2)
- Traffic Issues as well as access to/from campus (3)
- Lacks in overall ADA adaptation
- Safety concerns in the library, such as unstable shelving.
- Lack of space for labs
- Lack of classroom space for the peak demand times and days
- Lack of classroom/building space (3)
- Some existing space desperately needs renovation (2)
- Possible underutilization of all facilities/funds
- Undocumented facilities modifications
- Need more meeting rooms available to the community
- Age of facilities
- Buildings/facilities-age
- Lack of housing (8)
- Parking (4)
- Parking and at the dorms

WEAKNESSES



Leadership/Administration

- Academic leadership is weak
- Need stronger leadership and discipline
- No clear vision for the future
- Lack of vision or lenses to view if anything should be done or if it fits
- Need for everyone to be part of the team
- Administration below president not working collaboratively
- Lack of administrative / faculty support (2)
- Failure of some administrators to address problems in a uniform manner
- Micromanagement by administration
- Lack of department chairs with true leadership responsibilities
- Administration (availability / office hours) (2)
- Power for mid-level supervisors
- Too many administrators

Marketing

- Marketing is not up to par
- Lack of consistent marketing plan / implementation (3)
- Lack of a data driven and timely marketing plan (2)
- Media resources need to be centralized
- Inconsistent communication publicity for sports program events (2)
- PR

Personnel/Morale

- Low faculty morale (3)
- Low moral (2)
- Faculty retention (2)
- Divisive financial and equity issues
- Communication and interaction gap between administration and faculty (9)
- Faculty senate has little influence
- Understaffed technical support (3)

WEAKNESSES



- Faculty recruitment
- Work load faculty and staff:
 - Contact-hour loads need to be equalized (3)
 - Over commitment to individual projects hinder individual's ability to get regular job done
 - Faculty overloaded with non-instructional duties
 - Faculty teaching too many overloads
 - Too many "and other duties assigned"
 - Overworked and stressed staff (2)
 - Inability to pursue defined goals and objectives because of urgent tasks (4)
 - Clear policy statements on faculty overload and summer teaching policies
- Salaries and benefits:
 - Low, non-competitive salaries/compensation (28)
 - Social security issues (14)
 - Salary is the focus instead of total compensation
 - Increased group insurance costs (2)
 - Current salary plan is not competitive (4)
 - New staff making more money than existing staff
 - A sick leave policy that in the long run is punitive
 - Need to upgrade pay schedules for all employees
 - Financial incentives should be given to employees who stay beyond 5 – 10 yrs. They should get an extra vacation week
 - Raises should be based on merit, not across the board
 - More minority employees, especially faculty
 - Annuity/retirement issues (2)
 - Poor overload/summer/part-time compensation (2)
 - Compensation package due to current market
 - Across the board raises
 - Free market compensation
 - Keeping staff/faculty- social security issue
 - NMJC needs a compensation manager (3)
- Faculty/staff who are not known in the community
- Lack of adequate faculty
- Too many unconcerned and uncaring employees. We need people who love what they are doing and like coming to work.
- Faculty Evaluation Process not fully implemented
- Less than qualified staff in some areas (2)
- Lack of training for adjunct faculty
- Lack of new employee orientation program

WEAKNESSES



- Management terms promotion, demotion, transfer, and lateral transfer needs to be defined in the staff handbook
- Need to implement an “at will” policy for faculty under 3 yrs of service. If they are not doing a good job, they should be replaced.
- Faculty does not support student activities outside of the classroom
- Faculty parking
- Not enough faculty in all areas (3)
- Hiring process needs to be re-examined (7)
- Too many “home-grown” faculty which encourages stagnation and hobbles change (2)
- New hires should come from outside the area
- Current retirement fund
- Employee retention
- Faculty- limited voice
- Find quality instructors
- Retain staff/ admin.(2)

Planning/Change

- New ideas are often instituted globally instead of testing on a limited scale to iron out details and without consultation with affected constituent groups (4)
- Small needs/ changes get overlooked
- Process of setting priorities is inconsistent
- Becoming so successful –become complacent, (don’t stop reaching out)
- Coordination institutional effort
- Demographic shift

Student Issues/ Student Support

- Lack of articulation with local high schools - remedial education issues and college prep issues
- Preparation of incoming students (6)
- Inadequate funding for athletics
- Selection process for admission to programs sends mixed message to prospective students
- Lack of consistent student activities (2)
- Lack of tutoring
- One weakness is lack of employment assistance... There are lots of great jobs hidden around here, but they need to be exposed to the students.
- Maybe offer more classes
- Inflexibility in meeting the needs of students who are not in the top 30% of their high school class

WEAKNESSES



- No automatic student email accounts (2)
- No online registration
- Job placement and student placement services need improvement
- Students need more/improved counseling (3)
- Students are enrolled in classes outside their degree plans
- Lost opportunities to guide students at orientation
- Availability of counselors at registration
- Activities are geared toward traditional students
- Activities - need more especially when you live at dorms
- Curriculum- gaps in junior high core knowledge
- Increased need of student services for incoming students
- Lack of consistent student activities
- Non-traditional students feel left out.
- Opportunity to network
- Outreach to low income
- Registration-first time must do in person
- Student housing and campus life offerings (4)
- Under prepared students (socially)
- Facilities not open 27/7 (2)
- Student utilization of web or e-mail.
- Work on improving environment for AT-RISK students

Technology

- Technology upgrades to accommodate increased web-ct programs
- Technology fails quite often (3)
 - Technology (like ITV) doesn't work consistently and reliably
 - Web CT- server being down
 - Work out the bugs with the online classes
- Lack of updated technology or equipment
- Underutilization of technology
- Outdated phone system (3)
- Banner conversion - time for employees
- Comp.services: external band width, disaster recovery, small staff
- Computer center housing
- Confidence in new system
- Old campus America system (3)
- Relying too heavily on technology
- Sound system
- Technology demand exceed equipment / staff and capabilities

WEAKNESSES



- Web CT-preparedness
- More technology for student use
 - in labs
 - in Testing Center

Workforce Development/Economic Development

- Workforce training at no cost to companies
- Lack of funding for workforce (3)
- More involvement in economic development
- More workforce development opportunities
- Need a much more dynamic, proactive work force development program
- No workforce development center
- Rural location- presents challenges
- Not enough emphasis in mission and vision statements on workforce development
- Reluctance to change (workforce)
- Workforce training

OPPORTUNITIES



OPPORTUNITIES

Articulation/collaboration

- Outreach from ENMU
- NMJC has opportunities Bridge transfer courses / programs with 4-year institutions (e.g. ENMU & CSW)
- Quality education (including collaboration with CSW / ENMU / etc. to provide additional educational opportunities for our community Partnerships
- Local economic growth and new companies will provide challenges and opportunities for NMJC to continue to form partnerships with local area industry.
- Continued articulation with universities to encourage community presence
- Partnerships and collaborative arrangements
- Continue to forge local business partnerships (2)
- Partnerships with four-year institutions to provide on-site baccalaureate degree programs
- Additional partnership
- Alliances with other institutions
- Articulation
- Articulation - West Texas
- Continuing opportunities with CSW
- Degree program from ENMU bachelors and masters
- More coordination – public k-12 schools and universities (2)
- Offer more classes from other schools
- Partnerships
- Partnerships with area school districts, higher education institutions, and businesses (3)
- Partnerships with businesses-journalism....
- Smooth transfer of courses
- Transfer of credits-level of learning
- Transferability - world class
- Transferable credits
- Willingness to meet w / CSW and business community
- Seamless transition to 4 yrs from 2 yr. college

Community Relationship

- Expand programs to support the community
- Community involvement
- Growing community, more students
- The opening of new businesses should help attract more people and businesses to Hobbs

OPPORTUNITIES



- Value Added Education: Providing added service to our students, our community, our country and our world
- Western Heritage Center - huge attraction for public schools / community (3)
- Increase employee involvement in community services
- People are our best resource
- NMJC's opportunities are reflective of those in the community
- Branch campus in Eunice
- College town
- Communication with community and CSW
- Community support
- Get involved in community housing org.
- Greater relationships with employers (1)
- Investment back into the community
- More community activities
- Music program - community
- Must care for others, share
- Promote tourism

Continuous Improvement/Planning

- Build a more continuous and performance driven management structure (3)
- Differentiate about short term and long term goals
- Be able to fund long term projects (programs) that will take years to build
- Development of a continuous improvement framework – institutional effectiveness (4)
- NMJC has opportunities develop its assessment programs that will lead to institutional improvement
- We can always improve ourselves and our classes
- NCA Self-Study is outstanding springboard for future growth
- NMJC has the opportunity to use the current self study process in conjunction with its strategic plan to explore its strengths and weaknesses
- Contradiction of direction NMJC is moving (expand / focus)
- Define NMJC
- Examine where we are –“quality”—outcomes, instruction, other programs
- For change
- Know your niche
- Strategic planning - process, goodwill
- Surveying of former students
- Use NCA self – study to get better
- Using accountability measures for improving student success (3)
- Provide hands on learning (2)
- Courses / programs that provides students' with quality education

OPPORTUNITIES



- Evaluate concurrent enrollment programs
- Expand music dept.
- Focus on fewer programs- ones that we can do exceptionally well: basic skills, job training
- Latin American studies
- More courses
- Produce interns
- Special topics courses
- Teach what we know
- Transfer courses
- Weekend credit courses
- Diversity in courses/ students

Continuing Education

- Expansion
- Continuing education

Distance Education

- Students have the advantage of a well-rounded education at an affordable price, close to home (2)
- Offering more on-line courses through WebCT
- Building Distance Education to the point of allowing students to access AA and AS degrees from anywhere in the world (2)
- Expanded web courses and offerings with a reach beyond those of our geographic area (2)
- Potential to develop strong distance education presence
- Expand services through distance education (2)
- Expand distance education (18)

Enrollment/Growth

- Develop foreign student enrollment
- Provide more weekend credit course offerings
- More on-campus physical education classes that begin at 6pm or later
- Offer programs to the high schools in Texas
- Growth of a traditional student population
- Low tuition cost
- Recruit students from the bordering Texas communities (2)
- Provide in-state tuition to students from Texas (2)
- Alumni can be excellent recruiters
- Expand our market area- programs, distance/ area
- Greater required recruitment potential (1)

OPPORTUNITIES



- Increasing dual enrollment
- Increasing enrollment (6)
- Need to change due to demographics-recruit, enroll
- Recruiting
- Traditional students (attraction/recruiting) (4)
- Tremendous growth potential (1)
- Use organization as a recruiting tool

Faculty/Staff Issues

- Participate in social security
- View total compensation package, rather than focus only on salary (4)
- Decrease workers' compensation and liability claims
- Another full-time faculty member or two within Public Safety
- Salaries - more attractive to draw talented staff, and to keep key personnel
- I would like to see reimbursement type programs set up for professional licensure upkeep
- Dedicated people work here the chance still exists to develop into a much stronger educational institution
- Hiring highly qualified nursing staff
- Provide up to date training opportunities for faculty / staff
- Provide more resources (manpower and equipment)
- Increase salaries for employees - competitive
- Final reorganization of the instructional sector
- NMJC provides opportunities for professional development, thank you
- NMJC could function much better as a team
- Mentors
- Courteous customer service
- "young" faculty- embrace quality
- Diversity of instructors
- Encourage ownership
- Faculty communication
- Growing people- NMJC best vehicle
- Professor exchange- in state and world wide (1)
- Set goals for compensation package-being top 10% of NM

OPPORTUNITIES



Finance/Funding

- Have funds available for more than 1 year at a time - allocate funds for 3-5 year projects
- Foundation - need to exploit
- Explore avenues to improve financial condition
- Opportunities to raise funds while oil economy is good
- Bookstore-increase revenue
- Governor's task force recommendations
- Maddox Foundation support (1)
- Fiscal position
- Raise tuition in increments
- Reviewing funding formula for rural colleges
- Secretary of Ed?
- To do's- find more funding opportunities, comp. center
- Use of more state and local funding due to increase in the price of oil and gas (1)

Infrastructure/facility management/development

- New construction giving new facilities. Opportunity to expand some programs
- Completion of the building projects, Western Heritage Center, Student Center
- Implement Geographical Information System and maintain drawing system for maintenance, safety, and expansion
- NMJC Watson Hall Auditorium is nicely built for theatre production. The music acoustics are not suitable for classical music performances
- Update campus facilities
- Opportunity to build facilities to meet student needs
- Build more dorms (7)
- Build university center on our campus
- Campus growth (available land)
- Indoor Olympic size pool
- Student center

Marketing/Communication

- Increase communication with community, staff/faculty, students
- Advertising transfer concept at NMJC to county-wide students
- Utilized the media to publish success stories and accomplishments on campus
- Advertise to the 'high impact' areas
- Advertise 'satisfied' graduates and students (3)
- Promote cost

OPPORTUNITIES



Student issues/Student support

- We need to reach out some of the students that have never gone to college - maybe some of gifted students
- Quality education (including collaboration with CSW/ENMUetc. to provide additional educational opportunities for our community
- Recruit students into advanced courses
- Growing community, more students
- Helping the students to graduate in the two years, this is the recommended number of years for the associate
- To enroll more students who have heard of our institution
- To create more activities which will involve more students
- To have a more active artistic community
- Grow as leader in Value Added Education for our students
- Expand women's athletic
- Expand athletics - track
- Reassignment of staff to meet needs in tutoring
- Continuation of the student newspaper/newsletter
- Student Center - student centered (2)
- Cost Effective/Low tuition (3)
- Learning resources to special needs (i.e. textbooks on disc, magnified screen) (2)
- Offer more online and ITV courses to recruit more students (2)
- Offer high quality academic courses to recruit students
- Build faculty/ student connection
- Dorms- more social interaction
- Enrollment process to be done online
- Expand offerings for non-traditional students (activities)
- Extracurricular activities
- Here at the JC, I'm given information that can help me throughout my life - it's up to me in order to make things happen
- Increase \$ in foundation- more scholarships
- Increasing student involvement
- Low income and literacy citizens to be served
- Make scholarships more competitive
- Mentors
- Promote more clubs
- Promote student leadership
- Remedial education
- Scholarships- athletics....
- Student Services
- Under prepared students (2)

OPPORTUNITIES



Technology

- Technology tools for the classroom allow you to enhance the learning experience
- The present technical environment opens up many doors for us as a community college.
- NMJC has opportunities to continue to improve the availability of technology within classrooms and campus-wide
- Technology
- New administrative software
- Continual updates & upgrades to our web site
- “Smart” Classrooms
- Banner-better service-students
- Banner will improve “services” for students - payments online and staff
- Document center-new equip-better serve faculty
- New technology
- Utilizing web for S.S.
- Voice Over I.P.
- Wireless technology-Del Norte, Literacy center, “hot spots”

Workforce Training/Economic Development

- Develop county unity to grow the economy
- NMJC has opportunities focus on economic development (3)
- New museum, hotels, restaurants, and casino / race track make NMJC a great place for hosting national education conferences
- Job training (2)
- Of course, providing training for the uranium enrichment plant, casino, and WIPP are good opportunities
- Opportunity to grow with the community by offering other programs to meet the job market needs
- To add programs to meet needs of changing world and community
- Identify potential evolution(s) of economic base for community as oil / gas start to wind down and begin offering appropriate education / training to enhance the development of new economic supports for the community
- Local economic growth and new companies will provide challenges and opportunities for NMJC to continue to form partnerships with local area industry
- Grow credit enrollments through work force development training
- Training opportunities with new and existing businesses (3)
- Provide more workforce development training
- Race Track and casino - new business partners
- Urban planning - we need skilled planners in road, and services - NMJC could provide leadership in this area as well.
- Opportunities relative to economic growth in the community projects
- Zia Park Training

OPPORTUNITIES



- Assessing training needs (corporate and small business)
- Attract new industry
- Casino- workforce development
- Economic development (3)
- Focus on oil field decline-retrain (2)
- Job training
- More involvement in economic development
- New casino and job related training
- NMJC –primary trainers
- Potential leadership role for economic development
- Softball/ volley ball for women
- SSS
- To expand training opportunities because of new industries locating in Lea County.(1)
- With each new Economic development project come new opportunities such as LES, race track, agriculture etc. (2)
- Grow as a leader in Workforce Development (13)
- Work force training including the construction business (6)
- Workforce training center (12)
- Employment opportunities

Miscellaneous

- With the quality of faculty, should NMJC consider being a 4-year institution
- On campus nursery for students' and faculty—which would also be good for the early childhood education program—A REAL LAB (3)
- Don't get distracted by special influence groups
- "next step" plan
- 4-yr. college
- Archiving-student services and business office
- Being that we are a small school I think that there are many opportunities for us - I think that you all do a great job in that area.
- Must be good stewards of time
- Smaller size of college creates opportunities
- To be #1 community college
- To become the best institution to meet the wide variety of needs for students in all fields of study and career training (1)

THREATS



Threats

Community

- Continually trying to do everything for everybody
- Casino and racetrack
 - Casino and racetrack are too close to campus (5)
 - The casino/racetrack is distracting/tempting for students
 - Our location is next to a Casino and a Prison. I only hope that my peers don't end up in either one. It could be a vicious cycle; from the JC, to the Casino, straight to Prison.
- Location
- The college's service area is unaware/unappreciative of the value of NMJC (3)
- Local media sensationalizes stories instead of seeking to understand issues (2)
- The conservative religious fabric of the community
- Geographical location limits student base/growth
- Location limits work experience for students(student success)
- Don't invest back into community
- If something happened to csw
- Public perception-educate citizens, quality of education
- View of community-more college student friendly

Continuous Improvement/Planning

- Not seriously addressing identified weaknesses
- Lack of planning in integrating communication systems
- Unwillingness to change
- Poor planning
- Need for coordinated effort to gauge institutional effectiveness and planning
- Losing focus of our mission and vision
- From a level of excellence to one of average
- Need for a more aggressive vision for the future
- "Litigious" society
- Balanced in all areas
- Be careful about too many changes-change who NMJC is
- Complacency or a tendency to maintain status quo (1)
- Continue to move forward (everyone)
- Expansion into unfamiliar territory (little expertise)
- Failure to adapt to changing environment
- Keep up with changing world
- Lack the tenacity it takes to change to meet changing needs (1)
- Lose focus
- Need far more aggressive vision for future (1)

THREATS



- Not allowing complacency to happen
- Not being future oriented
- Opportunities/changing world
- Who defines who NMJC is?

Curriculum/Instruction/Programs

- Losing our nursing accreditation
- Lack of critical thinking skills—faculty and students
- Better programs that students are looking for, such as culinary arts
- Loss of students due to problems/negative publicity within the nursing program
- Offering courses solely to increase enrollment may negatively impact quality academic programs
- Emphasis on FTE growth hurts programs with low enrollments
- Losing credibility because of program failures
- Curriculum relevance
- Investment for nursing and other programs
- Place faculty in courses that they know-knowledgeable

Distance Education

- Staying current with distance education technology requirements.
- Distance education offered by other colleges and universities (4)
- Not appreciating that NMJC's market is larger than this campus
- NMJC's online/distance education offerings are not keeping up with comparable institutions (3)
- Increase NMJC offering of online programs
- Distance education
- Internet offering-competition (2)
- Not staying ahead or on top of competition from other colleges including the internet (2)
- Web based instruction-other institutions

Enrollment/Growth

- Other learning providers - profit/nonprofit/employers (3)
- Maintaining/Declining enrollment (2)
- New industries must value education and promote education
- Retention
- Losing local area high school students in sports programs
- Limit growth by not adding value to the education and training which we provide.
- Losing students to other institutions
- Competition from other schools – lack of promotion of NMJC (5)
- FTE- driven

THREATS



- How does NMJC remain a viable option for students/businesses
- Leaky NM pipeline-drop-outs
- Lose ability for common person to attend (higher tuition.etc)
- Recruiting of students
- Student retention (traditional and non-traditional)

Environment

- Traffic issues-new organizations
- Increased traffic because of the casino/racetrack
- Slips, Trips, and Falls remain our greatest threat
- Head of security is reactionary and heavy-handed
- Too many individuals pursue other goals to the detriment of NMJC (3)
- Overcrowded classrooms
- Underprepared students require too much class time to be spent on fundamentals
- Work/teaching environment that is crippled by video recording equipment installed under the guise of “for your safety and protection.”
- The lower level of students allowed by the “open door” policy of the college makes the departments appear as if they are not doing their jobs when, in fact, the students are being set up for failure
- Campus security and safety
- Not providing and practicing evacuation procedures and polices more frequently
- Perceived as last resort college
- Traffic

Faculty and Staff

- Retention of faculty and staff
 - Faculty and staff turnover (3)
 - Losing faculty because of unequal contact hours (3)
 - Losing employees because of no social security
 - Loss of good faculty and staff due to job market and salaries (9)
 - Not retaining good staff due to lack incentives
 - Loss of experienced personnel through retirement and competitiveness with salaries
 - Loss of qualified personnel because of salaries (9)
- Salaries and Benefits
 - Low salaries/wages - not competitive (6)
 - Inability to attract new personnel with current salaries
 - Internal rumblings because of salaries (2)
 - Increased group health costs
 - Not participating in social security (3)
 - Lack of incentives for continuing/completing degrees

THREATS



- Hiring/personnel issues
 - Inability to hire enough qualified faculty / staff to meet growing needs (2)
 - Hiring unqualified instructors
 - Recruiting faculty and staff (2)
 - Lack of diversity in faculty
 - Computer services is understaffed by 50%
 - Hire qualified faculty that love to teach
 - Losing qualified candidates to other colleges
 - Nepotism (5)
- Faculty and staff have little say in governance
- Equity / contact hours issue has divided the faculty (3)
- Decisions are often made without consulting affected constituents, and plans are frequently implemented without adequate testing
- Faculty must have professional development on an ongoing basis
- Faculty not keeping-up with current technology
- Faculty not keeping-up with profession
- Faculty not willing to utilize 'creative teaching strategies'—move away from lecture
- Employee satisfaction and moral
- Lawsuits
- Safety Issues
- board and administration Support
- Typical Higher Ed philosophy of management and faculty

Fiscal/Funding

- Funding (6)
- Local economy is not diverse enough
- Local economy too dependent on oil / gas revenues (2)
- Budget controlled at state level
- State funding
- Irregularity in the economy
- Volatility of local and state funding bases (5)
- Not growing enough, 3%, to receive formula funding
- Oil and gas prices decrease (3)
- Possible restructuring of funding on state level – misunderstanding of graduation rates (3)
- Affordable tuition-backlash
- Banner-must be handled correctly-H.R.-intensive training - Jobs-no cross training
- Financial Burden
- Funding limitations (3)
- Funding source volatile
- High construction costs

THREATS



- Limited resources/volatile tax base
- Lose some revenue (possibilities) move of bookstore
- Money from the state –relation to oil and gas (too narrow)
- Reliance for state funding and dependency on FTE for funding (3)
- Spread between tuition and tuition credit
- Volatility of oil and gas/economy (2)

Governance

- A young governing board - Lack of trust of the administration by the board (2)
- Individual board member agendas (2)
- Micro management by board members (4)
- A few board members insinuating to the press that they are not getting the true/full story from NMJC employees
- Some board members appear to operate under the misconception that an educational institution can be run like a corporation

Infrastructure

- Not enough campus housing to meet student needs (2)
- Growth-because of new programs - Do we have room?
- Accommodation more students- housing (csw and nmjc) (3)
- Housing (3)
- Housing on/off campus
- Lack of facilities
- Low un-employment

Leadership

- Continued lack of leadership in academic areas
- Perceived problems in Nursing Program
- Apparent continued historical pattern of not giving midlevel administrators/dept. chairs true power or requiring meetings/communication/advanced planning
- There seems to be a pattern of almost knee-jerk responses to issues which can lead to poor decisions and some decisions made by lower-level people (i.e. secretaries) when a Dean or dept. chair should be making the decision (6)
- Lack of effective leadership for faculty

Political Environment

- Government regulations
- Good working relationship with legislators....
- Governors task force recommendations
- Political environment

THREATS



- Political influence
- Potential changes
- Relinquishing control of college to a higher state-wide regent system (1)
- Reorganization of post-secondary by Governor
- State funding changes- recurring funds(long-term),(higher-ed-sec)
- State Government regulations
- State structure
- Visibility and support from (entities outside the ed. Circles communities)
- Threats from community leaders, politicians, from within, media and government
- Reorganization of post-secondary by governor (2)
- Change in support from the legislature
- Focus is FTE driven, rather than to programs that will benefit our community

Student Issues

- Student preparation for college work (6)
- Student Motivation/Desire
- Student graduation/success and retention
- In order for our students to succeed, NMJC needs to provide every advantage at its disposal. Assist the students in making the contacts they need to succeed
- Not preparing students to meet the challenges of different fields of study outside local area
- Low student morale
- Ability to reach diverse student body
- Lack of activities
- low income- college degree is obtainable
- Student success (2)
- Supply and demand
- Tuition (perception)

Technology

- Failing technology infrastructure undermines communication and reliability of our services
- Web CT and internet server is down quite often
- People, technology
- Comp. services
- Internal security-biggest disasters, banner-have to have buy-in, turnover network infrastructure

THREATS



- Keep up with technology and economy
- Lack of use of technology by faculty (lack of training)
- Network problems
- Security viruses, etc.

Workforce Training

- The training needs may slow for workforce development

Miscellaneous

- Economy / Demographics
 - Under-employment
 - Unemployment
 - Economy
 - Declining population
 - Lack of jobs in New Mexico
 - Demographic changes (2)
- There should be no minimum enrollment for needed classes
- The candy coating of education activity, expectation and expertise
- Skilled laborers

2002-2006 ACCOMPLISHMENTS



Overview of 2002-2006 Strategic Plan Accomplishments

We are fortunate to have some strategic plan successes that are very visible:

- Student Center Renovation and Expansion Project
- JASI Administrative Software Project
- The Western Heritage Museum and Cowboy Hall of Fame
- Community Survey
- Infrastructure Project
- Workforce Development Center
- Baseball Field Renovation
- Caster Activity Center Renovation
- NMJC Self Study
- Expansion of the NMJC taxing district into Jal

Other strategic plan successes include the:

- Updating of our Campus assessment plan
- Expansion of AVHS, ITV, and Distance offerings
- Active pursuit of additional student campus housing
- Development and maintenance of a consistent and effective lobbying effort
- The Title V grant was a result of the quest to find ways to strengthen the endowment fund. Success in meeting this objective has resulted in an increase in foundation funds of over \$800,000. Title V matched \$415,000 over the past five years.
- Re-evaluation and refinement of mandatory placement policies
- Active support of collaboration/cooperative agreements
- Active partners in economic development and work-force development within Lea County
- Development and implementation of a plan to increase utilization of local vendors
- Expansion of the college website

2002-2006 ACCOMPLISHMENTS



- Utilization and evaluation of the campus-wide recruitment plan
- Development and implementation of a plan to enhance student life
- Development and implementation of a Board Policy Manual as well as provided for periodic Board training
- Strengthening of the strategic planning process
- Strengthening of responsiveness to community needs
- Updating the Master Facility Plan
- Maintenance and updating of a Critical Incident Plan for the campus
- Development of strategies to provide for ongoing security / safety training
- Development of strategies to address potential exposure and liability concerns
- Development of a plan to establish a substantial endowment
- Development of a systematic approach to developing and writing grants
- Review of tuition and fee policies with appropriate adjustments
- Creation of a process to prioritize equipment replacement and purchases campus-wide
- Maintenance and updating of the campus technology plan
- Development of a master calendar of campus events

