

NEW MEXICO JUNIOR COLLEGE

Strategic Plan 2026-2031

Reporting Matrix by Strategic Action

Proposed accountability for the Strategic Planning Committee. DRAFT for review; assignments are recommendations pending confirmation by the President and Executive Cabinet.

This draft is presented for review, and all assignments are recommendations that remain subject to confirmation by the President and the Executive Cabinet. Reporting will follow the proposed committee calendar: fall census data will be reported in October, first-half progress in December, fall outcomes in February, and spring reports along with the draft annual report in early June, with the final annual report due on June 30. Light gold shading identifies any reporting line or Cabinet sponsor that requires confirmation. Unless otherwise indicated, all measures are due on June 30, 2031. Institutional Research, Planning, and Effectiveness will serve as the data partner for every measure, and the Executive Cabinet will review the plan each June.

ID	Strategic Action	Performance Measure	Accountable to Report	Supporting / Contributing Owners	Reports to Committee	Deadline	Data Sources
GOAL 1: ACCESS & SUCCESS							
Objective 1.1 Increase Total Enrollment							
1.1.1	Execute the comprehensive enrollment management plan	10% increase in headcount; 18% increase in FTE; 10% increase in annual continuing education enrollments	VP Student Services	Dean, Enrollment & Support Services; Registrar; VP Workforce Development (continuing ed component); Marketing	Dec, Jun Semi-annual	Jun 30, 2031	Student Information System (Banner/ERP); NMJC Institutional Research (IR) enrollment dashboards; Continuing Education registration records
1.1.2	Clarify and codify dual credit and early college pathways	100% of pathways delineated and implemented for existing programs	VP Instruction	Dean, Arts, Sciences & Learning; Dean, Workforce Training; Registrar; Dual Credit staff	Dec, Jun Semi-annual	Jun 30, 2031	Dual credit enrollment records (Banner); MOU/articulation agreement files; Program pathway documentation; K-12 partner records
1.1.3	Expand recruitment strategies for targeted student demographics	10% increase in targeted student enrollment	VP Student Services	Marketing & PR; Enrollment Advisors; Dean of Student Success	Dec, Jun Semi-annual	Jun 30, 2031	Banner enrollment data disaggregated by demographic; Admissions funnel reports; Financial aid award data; Marketing campaign analytics
Objective 1.2 Strengthen Transfer Pathways; Increase Retention and Completion							
1.2.1	Increase transfer enrollment via advising, pathway alignment, university partnerships	7% increase in transfer enrollment at partner institutions	VP Student Services	VP Instruction (articulation / pathway alignment); Dean of Student Success; Academic advisors	Dec, Jun Annual	Jun 30, 2031	National Student Clearinghouse (NSC) transfer data; Partner institution enrollment confirmations; Transfer articulation agreement records; IPEDS outcome measures
1.2.2	Continue holistic advising model with dedicated success coaches	70% fall-to-fall retention by 2029, 80% by 2031; 3% annual increase in adult ed completion and retention	VP Student Services	Dean of Student Success; Adult Education (confirm reporting line)	Dec, Jun Semi-annual	2029 / 2031	Institutional Research (IR) retention dashboards; Adult education completion records; Success coach caseload tracking system
1.2.3	Continue early alert system with targeted interventions	50% six-year completion rate (degrees/certificates/transfers)	VP Student Services	Dean of Student Success; Instructional Deans; Faculty	Jun Annual	Jun 30, 2031	Early alert platform (Dropout Detective); Banner graduation/completion records; NSC outcome data
1.2.4	Expand tutoring and supplemental instruction	DFW rate maintained at 20% or below each academic year	VP Instruction	Instructional Deans; Exec. Director, Learning Commons; Academic Success Center	Dec, Jun Semi-annual	Annually	Banner grade distribution reports; DFW rate analysis by course/program; Tutoring center utilization logs; Supplemental instruction attendance records; Early alert platform (Dropout Detective)

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GOAL 1: ACCESS & SUCCESS							
Objective 1.3 Ensure Accessibility and Compliance Excellence							
1.3.1	Verify college technologies meet ADA standards and universal design	100% of college technologies receive ADA/WCAG certification	CIO	Accessibility Services; Instructional Designer; Canvas Administrator; Server/Security Administrator; VP Instruction	Dec, Jun Semi-annual	Jun 30, 2031	ADA/WCAG audit reports (third-party or internal); Technology inventory compliance log; Accessibility remediation tracking records
1.3.2	Verify ADA compliance and universal design across all facilities	100% of public facilities and spaces receive ADA compliance certification	VP Operations & Special Projects	AVP Operations & Special Projects; Campus Safety; General Counsel (advisory)	Dec, Jun Semi-annual	Jun 30, 2031	ADA facility inspection reports; Physical plant compliance logs; Facilities master plan documentation; Work order records for ADA remediation

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GOAL 2: EXCELLENCE							
Objective 2.1 Ensure Academic Rigor and Program Excellence							
2.1.1	Conduct comprehensive program reviews on a 3-year cycle	100% of programs complete scheduled review cycle	VP Instruction	Instructional Deans; Program Review Committee	Dec, Jun Semi-annual	Jun 30, 2031	Program review documentation (Nuventive); Scheduled review calendar; Academic Affairs records; Institutional Research (IR) program review dashboard
2.1.2	Align learning outcomes with benchmarks and transfer requirements	90% of programs meet/exceed national benchmarks; 80% achievement of student learning outcomes	VP Instruction	SLOAC Chair (Faculty Coordinator of Assessment); Instructional Deans	Jun Annual	Jun 30, 2031	Student learning outcome assessment reports; CCSSE benchmarking data; Curriculum mapping documentation; Program review reports
2.1.3	Integrate relevant, student-centered practices across curricula	80% of courses document at least one student-centered process annually	VP Instruction	Instructional Deans; Faculty Senate / Faculty President; Instructional Designer	Jun Annual	Annually	Course syllabi documentation; Faculty annual activity reports; LMS course design records; Professional development training logs
Objective 2.2 Foster Innovation in Teaching and Learning							
2.2.1	Expand professional development for evidence-based pedagogies	100% of FT faculty (20 hrs) and 50% of PT faculty (5 hrs) participate annually	VP Instruction	Faculty and Staff Development Committee (VPI chairs); Director of HR; Instructional Deans	Dec, Jun Semi-annual	Annually	HR professional development tracking system; Faculty professional development logs; Training attendance records; Payroll/employment records for FT/PT classification
2.2.2	Support faculty innovation grants for course redesign	2% annual increase in funding for faculty innovation grants	VP Instruction	VP Finance (budget); VP Advancement (external funding)	Jun Annual	Annually	Budget allocation records; Grant award documentation; Faculty innovation grant application/award files; Finance budget comparison reports (year-over-year)
2.2.3	Quality assurance for all modalities (face-to-face, hybrid, online)	4.0/5.0 or higher student satisfaction with instruction across all modalities	VP Instruction	Distance Learning; Instructional Designer; Instructional Deans	Dec, Jun Semi-annual	Annually	Student course evaluations (end-of-semester surveys); LMS course quality review data (e.g., Quality Matters); Modality enrollment data (Banner); Faculty observation reports
Objective 2.3 Advance Assessment of Student Learning							
2.3.1	Strengthen assessment at course, program, and institutional levels	100% of programs complete annual assessment with documented improvements	VP Instruction	SLOAC Chair; Instructional Deans; Program Directors	Jun Annual	Annually	Annual assessment reports (program-level); Course-embedded assessment data; IE assessment management system (e.g., Nuventive); HLC assurance argument documentation
2.3.2	Use assessment data to drive curriculum improvement and resource allocation	100% of programs complete Program Review by 2030	VP Instruction	Program Review Committee; VP Finance (resource allocation); Instructional Deans	Dec, Jun Semi-annual	2030	Program review reports; Curriculum committee meeting minutes; Budget request records; IE assessment database; Academic Affairs program schedule data

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GOAL 3: SUSTAINABILITY							
Objective 3.1 Ensure Financial Sustainability and Stewardship							
3.1.1	Maintain balanced budgets with appropriate fund balances	Fund balance 10-15% of budgeted expenditures; administrative costs no more than 25%	VP Finance	Controller	Dec, Jun Semi-annual	Annually	Annual audited financial statements; NMHED financial reporting submissions; Budget variance reports; Fund balance reconciliation reports
3.1.2	Pursue grants, partnerships, philanthropy aligned with strategic priorities	100% of funded initiatives demonstrate alignment to Plan goals/objectives	VP Advancement	VP Finance; VP Workforce; VP Instruction; grant principal investigators	Dec, Jun Semi-annual	Annually	Grant award documentation with strategic alignment notation; Foundation gift records; Budget allocation files linked to strategic plan goals
3.1.3	Require written justification and Plan linkage for every funding request	100% of departmental funding requests include justification and Plan linkage	VP Finance	All VPs and department heads; Controller	Jun Annual	Annually	Annual budget request submissions; Budget committee review records; Finance system documentation; IE strategic plan tracking database
Objective 3.2 Invest in Faculty, Staff, and Leadership Development							
3.2.1	Provide competitive compensation and comprehensive benefits	Advance compensation toward 95th percentile of regional employers over Plan life	VP Finance	Director of HR; Employee Benefits & Welfare Committee	Jun Annual	Annually	CUPA-HR salary survey data; NMHED salary/compensation reports; Regional employer compensation benchmarks; Benefit utilization records; HR compensation analysis reports
3.2.2	Establish institutional succession planning framework	Framework completed and approved by 2028	President	Director of HR; Executive Cabinet	Dec, Jun Semi-annual	2028	Succession planning framework document; Leadership pipeline records; HR talent management system; Board approval minutes
3.2.3	Foster a culture of employee engagement	Sustained improvement across Great Colleges to Work For dimensions; results reviewed each cycle	VP Finance	VP Inst. Research (survey administration); Employee Benefits & Welfare Committee, Director of Human Resources	Jun Annual	Each survey cycle	Great Colleges to Work For survey results (ModernThink); Internal employee climate survey data; Exit interview records; HR retention/turnover reports
Objective 3.3 Enhance Technology Infrastructure and Innovation							
3.3.1	Upgrade technology infrastructure for teaching, learning, operations	100% classrooms meet baseline standards; 98% network capacity and uptime by 2029	CIO	Institutional Technology Planning Committee; VP Instruction (standards); VP Operations	Dec, Jun Semi-annual	2029	IT infrastructure audit reports; Network uptime/performance monitoring data (IT ticketing/monitoring tools); Classroom technology inventory; Capital equipment records

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GOAL 3: SUSTAINABILITY							
3.3.2	Invest in state-of-the-art equipment and simulation technology	100% of technical equipment meets industry standards	VP Workforce Development	Dean, Workforce Training; VP Instruction (health/simulation); VP Finance	Jun Annual	Jun 30, 2031	Industry advisory council recommendations; Equipment inventory and condition assessments; Program accreditation reports; Grant and capital purchase records
3.3.3 (3.1)	AI adoption with third-party support across all campus areas	Third-party-supported AI adoption in Administration and Teaching/Learning by 2029	CIO	AI Committee (chair: Server/Security Administrator); VP Instruction; VP Finance (procurement)	Dec, Jun Semi-annual	2029	Syllabus review reports (compliance tracking); Employee training completion records (HR/LMS); IT AI implementation project documentation; Curriculum committee minutes; Vendor/consultant implementation reports
3.3.3 (3.2)	AI ethical use in syllabi	100% of syllabi address AI ethical use by 2028	VP Instruction)	Instructional Deans; Faculty; AI Committee	Jun Annual	2028	Syllabus review reports (compliance tracking); Employee training completion records (HR/LMS); IT AI implementation project documentation; Curriculum committee minutes; Vendor/consultant implementation reports
3.3.3 (3.3)	AI ethical use in required employee training	100% of required employee training includes AI ethical use	VP Finance	AI Committee; CIO, Director of Human Resources, VP Instruction	Jun Annual	Annually	Syllabus review reports (compliance tracking); Employee training completion records (HR/LMS); IT AI implementation project documentation; Curriculum committee minutes; Vendor/consultant implementation reports
3.3.3 (3.4)	Research development of AI programs and degrees	Research completed by 2029	VP Instruction	VP Workforce Development; Instructional Deans; AI Committee	Jun Annual	2029	Syllabus review reports (compliance tracking); Employee training completion records (HR/LMS); IT AI implementation project documentation; Curriculum committee minutes; Vendor/consultant implementation reports
3.3.4	Develop and implement IT Master Plan	Technology master plan completed and implemented by 2029	CIO	Institutional Technology Planning Committee; VP Finance; VP Operations	Dec, Jun Semi-annual	2029	IT Master Plan document; Implementation milestone tracking records; IT project management system; Budget allocation for technology; Annual IT review reports
Objective 3.4 Optimize Facilities and Campus Sustainability							
3.4.1	Maintain facilities master plan via annual review and leadership approval	Plan reviewed, updated and formally approved by October 31 annually	President	AVP Operations & Special Projects; Board Facilities Committee/VP Finance, VP Operations & Special Projects	Jun Annual	Oct 31 annually	Facilities master plan (dated/approved version); Board/Cabinet approval minutes; Annual review documentation; NMHD capital plan submissions

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GOAL 3: SUSTAINABILITY							
3.4.2	Formal review process for major capital projects vs. Facilities Master Plan	100% of major capital projects reviewed/approved before inclusion in capital plan	VP Finance	VP Operations & Special Projects ; AVP Operations	Dec, Jun Semi-annual	Annually	Capital project alignment review forms; Board approval records; NMHED capital plan submissions; Project management documentation; Facilities master plan alignment checklists
3.4.3	Prioritized facilities renewal program (2026 Facility Condition Assessment)	100% of FCA deficiencies reviewed annually with a status	VP Operations & Special Projects	Maintenance leadership	Jun Annual	Annually	2026 Facility Condition Assessment report; Annual FCA deficiency status log; Work order system records; Capital renewal budget records; Deferred maintenance log
3.4.4	Standardize and strengthen work order system	100% of work order requests documented with a response	VP Operations & Special Projects	AVP Operations; Maintenance leadership; CIO (system support)	Dec, Jun Semi-annual	Annually	Work order management system; Work order completion/response time reports; Open/closed work order dashboards; Service request trend reports

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GOAL 4: CAREER & WORKFORCE PATHWAYS							
Objective 4.1 Expand Workforce Development Programs							
4.1.1	Align programs with Southeast NM key industries	10% increase in workforce enrollment; 80% of completers employed in field within 6 months	VP Workforce Development	Dean, Workforce Training; Career Services, VP Instruction	Dec, Jun Semi-annual	Jun 30, 2031	CE/Workforce enrollment data; Graduate follow-up survey; NMHED wage/employment matching data; National Student Clearinghouse employment data; Industry advisory council input
4.1.2	Develop and improve industry advisory councils	100% of workforce programs have active advisory councils meeting annually	VP Workforce Development	Dean, Workforce Training; Program Directors, VP Instruction	Jun Annual	Annually	Advisory council meeting minutes and rosters; Program documentation files; Calendar of advisory council meetings; Faculty/program director reports
4.1.3	Develop apprenticeship and pre-apprenticeship programs	10 registered apprenticeship programs available to students	VP Workforce Development	Dean, Workforce Training; industry partners, VP Instruction	Dec, Jun Semi-annual	Jun 30, 2031	DOL registered apprenticeship records; NM Workforce Solutions partnership agreements; Program registration documentation; Student enrollment and completion records
4.1.4	Launch and expand new programs aligned with regional workforce	1 to 2 new or expanded programs/certificates in high-demand fields	VP Instruction	VP Workforce Development; Academic Standards/ Curriculum Committee	Dec, Jun Semi-annual	Jun 30, 2031	Curriculum committee approval records; New program documentation; NMHED program approval letters; Enrollment data for new programs; Labor market analysis (e.g., Lightcast)
4.1.5	Expand stackable credentials and microcredentials	5 stackable credential pathways or microcredentials implemented	VP Instruction	VP Workforce Development; Academic Standards/ Curriculum Committee; Registrar	Jun Annual	Jun 30, 2031	Curriculum/credential documentation; NMHED approval records; Enrollment records for micro-credential programs; Completion data; Industry partner validation records
Objective 4.2 Enhance Career Readiness and Workforce Preparation							
4.2.1	Increase partnership with America's Job Center and similar organizations	80% program-related employment rate for CTE completers within 6 months	VP Workforce Development	Career Services; Dean, Workforce Training	Jun Annual	Jun 30, 2031	Graduate follow-up/employment survey; NMHED wage record matching; NM Workforce Connection data; NSC employment outcome data; Partner organization referral records
4.2.2	Expand internships and work-based learning	20 internship/work-based learning opportunities created annually by 2029	VP Workforce Development	Career Services; Instructional Deans; Dean, Workforce Training	Dec, Jun Semi-annual	2029	Internship placement tracking records; Employer partnership agreements; Work-based learning student logs; Academic Affairs course records; Survey data from employers and students

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GOAL 4: CAREER & WORKFORCE PATHWAYS							
4.2.3	Implement competency-based assessments aligned with employer needs	75% employer satisfaction with graduate preparedness	VP Workforce Development	VP Instruction; SLOAC; advisory councils	Jun Annual	Jun 30, 2031	Employer satisfaction survey results; Competency assessment documentation; Advisory council feedback records; Program accreditation reports; Graduate exit surveys
Objective 4.3 Support Economic Diversification and Innovation							
4.3.1	Partner with economic development organizations on innovation/entrepreneurship	5% increase in annual contribution to regional economic impact (Lightcast)	VP Workforce Development	General Counsel / Chief Community Liaison; VP Advancement; Small Business Development Center/President	Jun Annual	Annually	Annual economic impact study (EMSI/Lightcast or equivalent); Partnership MOU records; Grant/contract revenue reports; Economic development organization data; Regional economic indicators (BBER, NM DWS)
4.3.2	Create career services and pathway center	Center operational by 2030	VP Workforce Development	VP Student Services; VP Operations; VP Finance	Dec, Jun Semi-annual	2030	Project completion milestone documentation; Operational readiness report; Student utilization data (post-opening); Space allocation records; Budget expenditure records
4.3.3	Expand responsive contract training department	50+ employer training partnerships; 100% increase in contract training revenue	VP Workforce Development	Contract Training staff; VP Finance	Dec, Jun Semi-annual	Jun 30, 2031	Contract training agreement files; Revenue reports; Employer training partnership records; Continuing Education enrollment data; Year-over-year revenue comparisons
Objective 4.4 Integrate Data Systems for Seamless Student Pathways							
4.4.1	Connect credit and workforce development programs	100% integration of credit and workforce records with unified data architecture by 2029	CIO	VP Instruction; VP Workforce; Registrar; IR	Dec, Jun Semi-annual	2029	Data architecture documentation; System integration audit reports; Banner/SIS data validation reports; IT project management records; User acceptance testing documentation
4.4.2	Track and streamline transitions between learning modalities	90% reduction in duplicate student records; 90% system adoption by 2029	CIO	Registrar; VP Student Services; VP Workforce; Database Administrator	Dec, Jun Semi-annual	2029	Duplicate student record audit reports; System adoption/usage analytics; IT data quality reports; Department compliance tracking; Banner data integrity reports
4.4.3	Enhance reporting capabilities for workforce and community partners	Unified real-time dashboard for industry partners by 2029	VP Workforce Development	CIO; VP Workforce Development	Dec, Jun Semi-annual	2029	Dashboard development documentation; System usage analytics; Partner access logs; Workforce outcome data (Banner, NSC, NM DWS); IE reporting system records

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GOAL 4: CAREER & WORKFORCE PATHWAYS							
4.4.4	Establish transition pathways for workforce programs (upskilling)	20% increase in transition pathways by 2029	VP Instruction	VP Workforce; Instructional Deans; Academic Standards/Curriculum Committee	Jun Annual	2029	Pathway documentation (credit evaluation forms, bridge course records); Curriculum committee minutes; NMHED program approval records; Enrollment data for transition pathway students; Banner academic records

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GOAL 5: COMMUNITY & ECONOMIC IMPACT							
Objective 5.1 Expand Lifelong Learning, Community Programs and Activities							
5.1.1	Expand public exhibitions, performances, programs (NMJC and Museum)	3% increase in attendance by 2029; 5% by 2031	VP Advancement	Western Heritage Museum leadership; Dean, Arts, Sciences & Learning; Marketing & PR	Jun Annual	2029 / 2031	Event attendance records (ticketing system, sign-in sheets); Museum visitation logs; Programming calendar records; Marketing reach/engagement analytics; CE event enrollment data
5.1.2	Expand school and community partnerships and hands-on learning	2% annual increase in partnerships and hands-on learning opportunities	VP Instruction	VP Advancement; VP Instruction; VP Workforce	Jun Annual	Annually	Partnership MOU/agreement files; Event attendance records; Community program enrollment records; Annual partnership inventory
5.1.3	Expand K-12 summer camps and STEM pipeline programs	2% annual increase in summer program participants and in youth pipeline programs/camps	VP Workforce Development	Youth College / Continuing Education; Athletics; Museum	Jun Annual	Annually	Summer camp/program registration records (CE); Participant demographic data; Program inventory records; Year-over-year enrollment comparisons; Partner K-12 school participation records
Objective 5.2 Strengthen K-12 Partnerships							
5.2.1	Create dual enrollment recruitment pipelines from partner high schools	Average 10% increase in dual enrollment matriculation from partner high schools	VP Instruction	Dean, Enrollment & Support Services; Registrar	Jun Annual	Annually	Dual credit enrollment records (Banner); Partner high school matriculation tracking (NSC); Recruitment funnel data; MOU/partnership files with K-12 schools; Admissions records; Institutional Research (IR) dual credit dashboards
5.2.2	Provide regional educators K-16 pathway information	Implement communication plan for K-16 pathway information	VP Instruction	VP Instruction; Dual Credit; Dean of Student Success; Director of Marketing & PR	Jun Annual	Annually	Communication plan documentation; Email/outreach distribution records; Educator contact database; Event participation records; Social media/digital engagement analytics
5.2.3	Partner with K-12 on curriculum-aligned experiences	Expand curriculum-aligned events by two over 5 years	VP Instruction	Dean, Arts, Sciences & Learning; Dean, Workforce Training; VP Operations (facilities)	Jun Annual	Jun 30, 2031	Event participation records; Program collaboration agreements with K-12 schools; Curriculum alignment documentation; Student/school participation logs; Year-over-year event inventory
Objective 5.3 Enhance Civic Engagement, Regional Impact, and Cultural Vitality							
5.3.1	Promote civic engagement and volunteerism	Baseline and tracking by 2027; 3% annual increase in service hours	VP Advancement	Director of HR (employee hours); Faculty President; Student Government; IR, Dean of Students	Jun Annual	Baseline 2027	Service hour tracking system (new baseline); Volunteer sign-in/tracking records; Community partner confirmation of service hours; Campus service event records; Survey data on civic participation

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5.3.2	Document and communicate cultural and educational contribution	Annual economic impact study published	VP Inst. Research, Planning & Effectiveness	Marketing & PR; Interim President	Jun Annual	Annually	Annual economic impact study (Lightcast or equivalent methodology); NMJC financial reports; Alumni and community survey data; Marketing communications records; Museum cultural programming data
5.3.3	Implement economic impact and talent retention strategy	5% increase in total economic impact from \$203.7M baseline	President	VP Workforce Development; VP Advancement; IPRE	Jun Annual	Jun 30, 2031	Economic impact study (annual, using Lightcast or equivalent); NM Bureau of Business and Economic Research (BBER) data; NM DWS labor market data; NMJC alumni employment and wage data; Contract training revenue records; NSC and NMHED wage matching data

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Reporting Load and Open Items

Actions by accountable owner

Accountable to Report	# Actions
VP Instruction	19
VP Workforce Development	12
CIO	6
VP Finance	6
VP Student Services	5
VP Operations & Special Projects	3
VP Advancement	3
President	3
VP Inst. Research, Planning & Effectiveness	1
Total	58

Proposed committee meeting load

Meeting	# Actions	Focus
Dec	29	First-half progress; milestones
Jun	58	Spring reports; approve draft annual report