



NMJC

New Mexico Junior College

STRATEGIC PLAN | 2026 - 2031

SUCCESS THROUGH LEARNING



New Mexico Junior College Strategic Plan 2026-2031

MISSION

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

VISION

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

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

CORE VALUES

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

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CORE VALUES DEFINITIONS

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

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

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

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

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

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

PERFORMANCE MEASURE TIMELINES

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

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Strategic Goals, Objectives & Measures

GOAL 1: ACCESS & SUCCESS

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

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

Objective 1.1: Increase Total Enrollment

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

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

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

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Objective 1.3: Ensure Accessibility and Compliance Excellence

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

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GOAL 2: EXCELLENCE

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

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

Objective 2.1: Ensure Academic Rigor and Program Excellence

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

Objective 2.2: Foster Innovation in Teaching and Learning

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

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

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

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GOAL 3: SUSTAINABILITY

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

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

Objective 3.1: Ensure Financial Sustainability and Stewardship

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

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

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

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Objective 3.3: Enhance Technology Infrastructure and Innovation

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

Objective 3.4: Optimize Facilities and Campus Sustainability

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

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GOAL 4: CAREER AND WORKFORCE PATHWAYS

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

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

Objective 4.1: Expand Workforce Development Programs

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

Objective 4.2: Enhance Career Readiness and Workforce Preparation

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

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Objective 4.3: Support Economic Diversification and Innovation

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

Objective 4.4: Integrate Data Systems for Seamless Student Pathways

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

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GOAL 5: COMMUNITY AND ECONOMIC IMPACT

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

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

Objective 5.1: Expand Lifelong Learning, Community Programs and Activities

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

Objective 5.2: Strengthen K-12 Partnerships

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

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

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

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Implementation and Accountability

Governance Structure

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

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

Assessment and Reporting Cycle

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

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

Resource Allocation

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

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

Data-Informed Decision Making

NMJC will maintain robust data systems to support continuous improvement:

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

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Environmental Scan: Southeast New Mexico Context

Regional Economic Landscape

Southeast New Mexico's economy is characterized by:

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

Opportunities for NMJC

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

Strategic Imperatives

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

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HLC Criteria Alignment Summary

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

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Conclusion

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

Success will require:

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

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