

Assurance Argument

New Mexico Junior College

Review date: 02-09-2026

Welcome Message for Review Team

New Mexico's First Independent Community College

Founded in 1965, New Mexico Junior College (NMJC) became the first independent community college in New Mexico, authorized under the New Mexico Junior College Act of 1963. Few could have envisioned the remarkable educational, economic, and cultural hub the college would become for the communities of southeastern New Mexico and west Texas. Despite its location in the far southeastern corner of the state, NMJC has earned widespread recognition for its robust liberal arts programs as well as its cutting-edge technical, professional, and workforce development training.

Our History

The college's foundation is deeply rooted in its community. NMJC was established to serve as the community's college, catering to the residents of Lea County and its surrounding areas. Robert Anderson, president of New Mexico Junior College from 1978 to 1987, articulated this vision during an address to the faculty in August 1978, stating:

“Ours is not the choice of whether or not they should learn, who should have the privilege of learning, or even necessarily what they should learn. Ours is the responsibility to ascertain what it is that our service-area public wants to learn... to allow all citizens who desire to learn the opportunity to do so... ours is the responsibility to reach out in a proactive manner to inspire and motivate those citizens who have not typically sought further learning experiences; ours is the responsibility to respond to every legitimate request made to us for help... ours is the responsibility to be a viable, existing, solidly-based county-wide college.”

Over the decades, the college's mission has remained steadfast: *New Mexico Junior College, as a comprehensive community college, promotes success through learning.* This mission is brought to life through the college's core values of **excellence, effectiveness, responsiveness, access, and community involvement**. The founders of NMJC envisioned it as a hub for lifelong learning, a gathering place for the community, and a vital contributor to the local economy.

Our Region

NMJC serves a region encompassing southeastern New Mexico and western Texas, an area approximately the size of the state of Connecticut. Southeastern New Mexico lies within the Permian Basin, the leading producer of oil and gas in the United States. Advances in technology have significantly increased oil and gas production in the Permian Basin, contributing to the nation's progress toward energy independence. However, this economic success presents a unique challenge for NMJC, which will be articulated in the assurance argument.

Managing finances by balancing fluctuating revenue streams remains one of the college's most significant challenges. Committed to being responsible stewards of the fiscal resources entrusted to us, the college conservatively budgeted \$983,333 in monthly oil and gas

revenue for FY25. However, with the average price of oil at \$70.21 per barrel during FY25, actual monthly revenue far exceeded projections, averaging \$5,287,478. Historically, oil prices have ranged from a high of \$100 per barrel in July 2022 to a low of \$14 per barrel in April 2020. Given this volatility, the college employs conservative budget forecasting to mitigate the potential impact of revenue declines on the campus community, ensuring financial stability even during periods of economic uncertainty.

The NMJC community reflect the diversity of Lea County, where the population is roughly 60% Hispanic, 3.4% Black, and 32% White. NMJC's student demographics closely align, with 60.9% Hispanic, 4.73% Black, and 21.38% White students enrolled. The seven-member elected Board also mirrors this diversity, comprised of three Hispanic, one Black, and three White members, providing a broad range of perspectives that inform the college's governance and strategic direction.

Navigating Change

Much has changed at NMJC since 2020. Following the COVID-19 pandemic, Dr. Kelvin Sharp, the college's 6th president, announced his retirement in September 2021. In response, the NMJC Board of Directors appointed Dr. Steve McCleery, the college's 5th president who had retired in 2016, as interim president in October 2021. After conducting a national search, the Board selected Dr. Derek Moore as NMJC's 7th president, with his term beginning in July 2022.

During Dr. Moore's presidency, the college engaged a third-party agency to provide interim leadership for two key roles: Vice President for Student Services and Vice President for Instruction. However, in December 2024, Dr. Moore announced his resignation. To ensure continuity, the NMJC Board of Directors appointed Ms. Cathy Mitchell, former Vice President for Student Services, as interim president.

Under Ms. Mitchell's leadership, the interim vice president contracts were terminated, and permanent appointments were made for both the Vice President for Student Services and the Vice President for Instruction after conducting nation-wide searches. With a fully staffed Executive Cabinet now in place, the leadership team has focused on transforming and evolving the college while maintaining the stability and core values that have defined NMJC since its founding in 1965. First and foremost is the campus-wide development of the college's next strategic plan.

Dynamic and Responsive

Over the past five years, NMJC has implemented significant changes in operations, academic programs, and workforce training to better serve the evolving needs of our newest generation of students. While many of these changes are detailed in later sections of this document, the following key initiatives are worth highlighting:

- **Advising Model Revamp:** The college introduced a new advising model featuring Success Coaches, who maintain a portfolio of students and provide personalized support to enhance their academic and personal success.
- **Course Designation System Alignment:** NMJC transitioned from a two-letter, three-number course designation system to a four-letter, four-number system, aligning with the statewide common course transfer system to improve transferability and consistency for students.

- **LPN to RN Program Re-establishment:** The college reinstated the Licensed Practical Nurse (LPN) to Registered Nurse (RN) pathway, addressing a critical workforce need in healthcare.
- **Steve McCleery Industrial Technology Center:** NMJC celebrated the grand opening of the Steve McCleery Industrial Technology Center, a state-of-the-art facility designed to modernize and expand programs in automation and industrial systems, welding, oil and gas, and lineman utility training.
- **NMJC Educational Success Endowment Fund:** Designed to stabilize the college amid oil and gas market volatility, this restricted, long-term endowment, governed by the NMJC Board, will support college operations should the oil and gas market drop substantially. Until that time the fund proceeds will be reinvested to grow the endowment.

These initiatives reflect NMJC's commitment to adapting to the needs of students, industries, and the communities we serve, while maintaining a focus on innovation and excellence in education. Stability, integrity, and an unwavering commitment to our mission of serving students are the cornerstones of NMJC.

We are confident that this Assurance Argument provides a complete and accurate portrayal of New Mexico Junior College as a strong, student-centered, and forward-thinking institution. We sincerely thank the Peer Review Team in advance for their thoughtful engagement with our materials and appreciate the opportunity to discuss our work during the site visit.

1 - Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

1.A. Mission Alignment

The institution's educational programs, enrollment profile and scope of operations align with its publicly articulated mission.

Argument

Founded in 1965, New Mexico Junior College, located in the southeastern city of Hobbs, New Mexico, enjoys the distinction of being the first, independent junior college built in New Mexico after the 1963 Junior College Act was signed into law. One of the 11 regional colleges that make up the New Mexico Independent Community Colleges (NMICC), NMJC provides affordable, accessible higher education in a wide range of fields to residents in our service area and plays an important role in supporting the growth of individuals and the regional economy.

Mission and Vision

The NMJC Mission and Vision reflect the college's steadfast commitment to meeting the needs of its students and the communities it serves. This dedication is realized through career and technical education, lifelong learning, general education, cultural and social activities, and regional economic development. Five core values form the foundation of all planning and activities that support the college's mission and vision: **access, responsiveness, effectiveness, excellence, and community involvement.**

Adopted in 2005 by the NMJC Board, the current mission and vision statements have undergone periodic reviews in 2009 , 2017 , 2022 , and 2024 as part of the college's strategic planning process. These reviews consistently resulted in the recommendation by the Board to retain the existing language. This unanimous decision reflects the belief that the mission and vision statements accurately capture NMJC's enduring commitment to its students and the communities it serves.

Mission Statement

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

The mission statement establishes the college's primary purpose: delivering exceptional learning opportunities that improve the lives of students and strengthen the surrounding communities. NMJC is dedicated to providing affordable, accessible, and high-quality education to all.

Vision Statement

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

The vision statement supports the mission by fostering a collaborative and inclusive institutional culture. This vision guides how individuals within NMJC communicate, collaborate, and make decisions. Additionally, the vision aligns with the strategic plan's focus areas, ensuring a unified institutional identity that underscores NMJC's dedication to student and community success.

Current Strategic Plan Areas of Focus

NMJC's current strategic plan, extended through June 30, 2026, identifies six key areas of focus that guide the institution in fulfilling its mission and achieving its vision:

1. Student Success

Student success remains the cornerstone of NMJC's work. Recognizing that education spans from general academic programs to workforce training, NMJC is committed to engaging students through innovative methods and equipping them with the knowledge, skills, and attributes necessary to make a positive impact in their communities.

Strategic Goals:

- Increase student completions (degrees and certificates).
- Enhance student satisfaction and engagement by creating a positive, supportive experience.

2. Educational Quality

NMJC prioritizes the delivery of high-quality education, whether students pursue an associate degree, a certificate, or plan to transfer to a four-year institution. Continuous improvement, informed by program reviews, professional development, and feedback from students and industry, ensures the highest standard of education.

Strategic Goal:

- Improve the quality of instruction and learning outcomes across all modes of curriculum delivery.

3. Enrollment Growth

NMJC is focused on expanding enrollment opportunities. Efforts include improving semester-to-semester retention, increasing enrollment among part-time students, and enhancing recruitment and community outreach initiatives.

Strategic Goal:

- Expand credit-bearing enrollment through increased recruitment and improved

retention rates.

4. Resource Management

NMJC has a long-standing tradition of prudent fiscal management. In an economy influenced by the volatility of the oil and gas industry, the college continues to prioritize financial stability while planning for future needs.

Strategic Goal:

- Maintain conservative management of existing resources and develop additional sources of institutional and student support.

5. Workforce and Professional Training

NMJC plays a critical role in addressing regional workforce needs by providing skills-based training. The college remains committed to being a leader in New Mexico for workforce training programs, entities served, and enrollment headcounts.

Strategic Goals:

- Increase the number of students and companies served, prioritizing local training needs.
- Secure additional third-party funding.
- Improve the revenue-to-expense margin.

6. Community Education and Engagement

NMJC seeks to enhance the quality of life for its students and local communities by promoting the value of education and fostering partnerships that contribute to Lea County's economic development.

Strategic Goals:

- Increase the number of students served and courses offered throughout the county.
- Improve the revenue-to-expense margin.

Guiding Documents

Five key documents underpin NMJC's operations and support the mission and vision:

1. Strategic Plan : Outlines the college's priorities and goals through 2026.
2. Strategic Enrollment Plan : Details the campus' multi-faceted approach to meeting enrollment, persistence, and retention goals.
3. Campus (Facilities) Master Plan : Guides physical infrastructure development to align with institutional needs.
4. Academic Master Plan : Provides a framework for academic program development and improvement.
5. College Budget : Ensures alignment of financial resources with institutional priorities and goals.

Each of these documents is deliberately aligned with NMJC's Mission, Vision, and Core Values. This alignment ensures that the college's mission and vision are not simply aspirational statements but are actively reflected in every program, initiative, and activity. At NMJC, the mission and vision come to life through the college's unwavering commitment to student success, community engagement, and educational excellence.

Moving forward, NMJC launched its efforts to create a new strategic plan in July 2025. Comprised of both internal and external constituents from across the college's service area, the committee will follow the Strategic Planning Committee Charter and Implementation Framework to garner input from both internal and external stakeholders and incorporate that feedback into the college's next strategic plan, which will launch in FY27.

Leadership Changes and Institutional Resilience

Since 2020, NMJC has navigated the challenges of COVID-19 recovery while simultaneously experiencing significant leadership turnover across all major administrative areas. Between August 2021 and March 2025, the college underwent multiple executive transitions, which presented challenges to student success and institutional effectiveness during a critical period.

Presidential Leadership Transitions

Presidential leadership experienced rapid succession, with three individuals serving in the role over this period:

- **August 2021:** Retirement of the incumbent president.
- **September 2021 – July 2022:** Appointment of an interim president.
- **July 2022 – December 2024:** Installation of a new president, who subsequently resigned.
- **January 2025:** Appointment of another interim president.

Instructional and Institutional Research Leadership Transitions

Instructional leadership faced prolonged disruption during this period:

- **October 2021:** Departure of the Vice President for Instruction/Institutional Research.
- **November 2021:** Hire of an internal candidate for Interim Vice President for Instruction/Institutional Research.
- **May 2023:** Interim Vice President hired as permanent Vice President for Instruction/Institutional Research.
- **August 2023:** Split position and hire of an external candidate for Vice President for Institutional Research, Planning, and Effectiveness
- **August 2024:** Retirement of Vice President for Instruction. Subsequent reliance on an interim appointment through third-party, contracted services.
- **July 2025:** Hire of an internal candidate for Vice President for Instruction as a result of a national search.

Student Services Leadership Transitions

Student services leadership experienced a similar pattern of instability:

- **October 2023:** Departure of the permanent Vice President for Student Services.
- Subsequent reliance on an interim appointment through third-party, contracted services.
- **June 2025:** Arrival of a new Vice President for Student Services as a result of a national search.

Impact and Institutional Response

The frequency and scope of these leadership changes likely created substantial organizational stress during a critical recovery period. Leadership instability could have contributed to challenges such as:

- Reduced focus on student support services.
- Inconsistent messaging regarding institutional priorities.
- Diminished capacity for proactive intervention strategies to support student success.

Despite these potential challenges, NMJC has remained steadfast in its mission of ***promoting success through learning*** and its student-centered approach. Faculty and staff demonstrated accountability and shared governance by maintaining service to our students and community. The college's enduring commitment to its mission is reflected in its efforts to adapt, stabilize, and refocus on institutional priorities.

Educational Programs Aligned with Institutional Mission

NMJC's educational programs are designed to promote success through learning, embodying the college's mission as a comprehensive community college. By offering two Associate of Arts degrees, and Associate of Science, and 15 Associate of Applied Science degrees, 19 certificates, and 21 non-credit workforce training programs, NMJC fosters academic excellence, career readiness, and lifelong learning opportunities for the residents of Lea County and the southeastern New Mexico/west Texas region.

Budget Allocations Supporting Mission

NMJC demonstrates its commitment to instruction and student support through deliberate budget allocations. Institutional financial reports consistently highlight 77% of the annual operating budget is for instruction and general services, ensuring resources are aligned with the college's mission of promoting student success. Likewise, the development of the NMJC Educational Success Endowment Fund, designed to stabilize the college amid oil and gas market volatility, will support college operations should the oil and gas market drop substantially. This account, currently funded at \$50 million, is a restricted, long-term endowment governed by the NMJC Board. Until that time, the fund's proceeds will be reinvested to grow the endowment. When needed, these funds are intended to complement the funding NMJC receives from the state's funding formula (approximately 20% of its operating budget in FY2025) rather than supplant state support.

Non-Credit Workforce Training and Community Education

Understanding the importance of a skilled workforce to the local economy and the financial well-being of families, NMJC has developed a comprehensive array of non-credit workforce

training programs that meet the evolving needs of local industries and workers.

- **Industry-Focused Training:** NMJC Workforce Development offers non-credit programs designed to address the training needs of current and future workers in key local industries, such as lineman utility training, transportation safety, and oil and gas training.
- **Community Education:** Area residents can participate in courses such as Driver's Education, dance, cooking, and Aqua Fitness, offered in partnership with the City of Hobbs CORE (Center of Recreational Excellence) facility.
- **Adult Education:** The Adult Education program provides opportunities for adult learners to obtain a high school equivalency certificate and enhance English language skills for educational or workplace advancement.

Through its diverse non-credit workforce training, community education courses, and Adult Education program, NMJC demonstrates a strong commitment to empowering individuals, supporting local industries, and enhancing the economic and social well-being of the region.

Service Area and Delivery Platforms

NMJC's primary service area encompasses Lea County, New Mexico, and Gaines, Andrews, and Yoakum counties in Texas. This region spans over 8,000 square miles—approximately the size of the state of Connecticut. To meet the diverse needs of students across this vast territory, NMJC delivers curriculum through multiple platforms:

- **Traditional Classroom Instruction:** Courses are offered on campus to provide face-to-face learning experiences.
- **Interactive Television (ITV):** A synchronous video conference system connects all five high school districts in Lea County for real-time dual credit instruction.
- **Online Learning:** The Canvas platform supports online courses, ensuring flexibility for students.
- **Virtual Tutoring:** Brainfuse provides virtual tutoring opportunities for additional academic support.

By offering multiple delivery platforms, including traditional instruction, interactive television, online learning, and virtual tutoring, NMJC ensures accessible, flexible, and high-quality education for students across its expansive service area.

Academic Success Center (ASC)

The Academic Success Center (ASC) serves as a cornerstone of NMJC's student academic support services, offering free tutoring in a variety of subjects to enhance student success. The ASC is staffed by three full-time professional tutors and several part-time tutors, ensuring students have access to knowledgeable support throughout the day and evening. Students can visit the ASC on a drop-in basis or schedule appointments for tailored assistance.

Cultural and Community Support

Beyond its academic programs, NMJC actively supports the cultural and social needs of the

community through meaningful resources and leadership. The Western Heritage Museum and Lea County Cowboy Hall of Fame serve as a cultural hub, bringing nationally recognized exhibits to the region, including Titanic , Under Pressure , Prometheus in the Desert , and the holiday skating rink. These exhibits consistently draw high annual attendance, underscoring their significance to the community. Additionally, the Staked Plains Round-up , an annual two-day program, provides hands-on learning experiences for more than 1,000 fourth-grade students and teachers, celebrating the rich heritage of the Llano Estacado region and fostering a deeper appreciation of the region's history.

Enrollment Profiles Reflecting Mission

The enrollment profile of NMJC students remains closely aligned with the demographic composition of Lea County and its surrounding areas, reflecting the institution's mission to promote success in a diverse community. Since 2006, NMJC has become a majority-minority institution, consistent with the demographic shifts in Lea County. Lea County's population is composed of approximately 60% Hispanic, 3.4% Black, and 32% White residents. Similarly, NMJC's student body mirrors this diversity, with 60.9% Hispanic students, 4.73% Black students, and 21.38% White students. The largest population of students served by NMJC resides within a 50-mile radius of the campus, encompassing Lea County and three adjacent counties in Texas: Gaines, Andrews, and Yoakum. Recently, the Board of Directors approved expanding the college's previous 135-mile in-state tuition recruiting radius to 300 miles. This expansion increases the number of prospective students who would benefit from a lower tuition rate and higher return on investment for tuition dollars spent. NMJC's enrollment profile highlights its commitment to meeting the educational needs of a broad and diverse student population, including traditional students, first-generation college students, and working adults. Current enrollment and retention data underscore NMJC's commitment to accessibility and inclusion. Initiatives such as dual credit programs and online courses designed for nontraditional learners, demonstrate the college's efforts to expand educational opportunities.

Student Success Initiatives

NMJC offers a range of student success initiatives to support learning and career goals, directly aligning with its mission. Resources such as tutoring, academic success coaches, the Thunderbird Health Clinic, and the NMJC Food Pantry address the holistic needs of students, ensuring they have the necessary tools to succeed.

The Thunderbird Health Clinic, operated in collaboration with the Nor Lea Hospital District, has become an integral part of student and staff support. In a rural community, with limited medical resources, having immediate access to frontline medical care can make a substantial difference, especially to residential students without transportation and employees who would otherwise miss work in order to access medical care. The clinic offers the campus community annual wellness checks and flu clinics. During the March 2025 Board meeting, the clinic reported serving 92 patients—both staff and students—from February 3–17, 2025, averaging approximately 18 patients per day. With increased word-of-mouth referrals and collaborative marketing efforts between NMJC and Nor Lea, the clinic anticipates serving an additional 10–12 patients daily. From October 2024 through October 2025, the clinic logged 4,041 student health visits. The average wait-time for walk-in visits was 1-3 minutes. The clinic collaborates with the NMJC Foundation to provide additional funding to offset prescription costs for students with financial needs. The clinic

also participates in student-facing events such as NMJC's new student orientation and is exploring a potential partnership to provide healthcare services to uninsured staff working in the NMJC cafeteria through its third-party vendor, Genuine Foods.

Scope of Operations Guided by Mission

NMJC's operations are firmly rooted in its mission to promote success through learning, reflecting a strong commitment to addressing the needs of students and the communities it serves. This dedication is evident across core areas such as career and technical education, lifelong learning, general education, cultural and social support, and regional economic development. Five foundational core values—**access, responsiveness, effectiveness, excellence, and community involvement**—guide all planning and activities, ensuring alignment with the college's mission and vision.

Institutional Alignment with Mission

- **Semiannual All-Campus Meeting:** At the start of each semester, all campus employees gather for the president's State of the College address. These meetings emphasize NMJC's mission, vision, and values, ensuring that faculty and staff understand their roles in advancing institutional goals and maintaining alignment with the college's mission.
- **Strategic Planning:** NMJC' strategic plan prioritizes academic excellence, student success, and community engagement. Recent initiatives include expanding partnerships with local employers to enhance workforce training opportunities, reinforcing the college's mission-driven focus on meeting regional economic and educational needs.
- **Community Engagement:** NMJC actively serves its community through partnerships with regional industries and local schools. These collaborations include workforce development programs, community education classes, and enrichment opportunities such as events at the Western Heritage Museum including the Staked Plains Roundup, NMJC S.T.E.A.M. (Science, Technology, Engineering, Art, Math) Enrichment Program (NSEP), NSEP Mini camps, community band, and theater. These initiatives demonstrate NMJC's commitment to lifelong learning, cultural engagement, and economic support.

Economic Impact and Contributions

A January 2024 Lightcast analysis, The Economic Value of New Mexico Junior College, highlights NMJC's significant contributions to the local economy. In fiscal year (FY) 2021-22:

- NMJC's operations, construction, visitor spending, and student spending, coupled with the enhanced productivity of its alumni generated \$203.7 million in added income for the Lea County economy.
- This economic impact accounted for approximately **3.4% of the total gross regional product (GRP)** of Lea County, surpassing the size of the Health Care and Social Assistance industry.
- The \$203.7 million impact supported **2,455 jobs**, meaning one in every 17 jobs in Lea County is tied to NMJC's activities and student contributions.

NMJC's workforce and professional training programs consistently rank among the top three in the state – including the University of New Mexico in Albuquerque – as tracked by the New Mexico Higher Education Department. This achievement is particularly notable given that NMJC's service area population is only 64,000—less than 10% of Albuquerque's metropolitan area population of 887,000.

Leadership in Economic Development

An example of NMJC's leadership in regional economic development is demonstrated through its collaboration with Lea County through the New Horizons Foundation, established in 2011. The Foundation's mission is to foster sustainable economic growth and wealth creation for Lea County by serving as a technology intermediary. It provides entrepreneurs and businesses with access to:

- Technology adaptation and testing capabilities
- Design expertise and prototyping
- Manufacturing and field-testing resources
- Entrepreneurship workshops

Through this partnership, NMJC demonstrates its commitment to regional economic development and innovation, creating opportunities for private sector growth and long-term economic sustainability.

Additionally, NMJC has played a crucial role in a county-wide initiative to improve and expand the quality of life for the community, including being a capital partners with the Center for Recreational Excellence (CORE), customized industry training, and expansion of healthcare access. Through its educational programs, workforce training, enrollment strategies, and operational focus, NMJC ensures that its mission of ***promoting success through learning*** remains central to all aspects of its functioning. The college's alignment between its mission and practices reflects a steadfast commitment to academic excellence, community engagement, and economic development, reinforcing its role as a cornerstone of growth and opportunity in the region.

Sources

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- Academic Master Plan_NMJC
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- Academic Success Center Tutors
- April 18 2024 Board Meeting Minutes_Consideration of Strategic Plan Extension
- Board Meeting August 18 2022_Mission and Vision Review_President
- July 20 2017 Board Meeting Minutes_Consideration of 2017_2022 Strategic Plan
- March 13 2025 Board Meeting_Tbird Clinic Numbers
- New Horizons Foundation_About Us Description
- New Horizons Workshops and Project Consultation Process
- NMJC Campus Master Plan 2019
- NMJC Community Band
- NMJC Enrollment and Retention Data
- NMJC Lightcast Economic Value of NMJC Jan 2024
- NMJC Strategic Plan 2017_2022 Extended

- NMJC Strategic Planning Committee Charter and Implementation Framework
- NMJC Theatre Productions
- November 11 2009 Board Work Session _Strategic Plan Development
- NSEP Mini Camps
- Staked Plains Roundup Flyer
- Strategic Enrollment Management Plan 2025_2026
- Tableau_NMJC Student Ethnicity Dashboards
- Thunderbird Health Clinic Flyer
- Western Heritage Museum _Prometheus in the Desert
- Western Heritage Museum_Community Events Sample
- Western Heritage Museum_Titanic Exhibit
- Western Heritage Museum_Under Pressure Exhibit
- NMJC Strategic Plan 2017-2022 Extended KPIs -Student Success
- NMJC Strategic Plan 2017-2022 Extended KPIs-Community Education
- NMJC Strategic Plan 2017-2022 Extended KPIs-Educational Quality
- NMJC Strategic Plan 2017-2022 Extended KPIs-Enrollment Growth
- NMJC Strategic Plan 2017-2022 Extended KPIs-Resource Management
- NMJC Strategic Plan 2017-2022 Extended KPIs-Workforce
- Complete FY25-26 Budget Binder
- Pantry Stats March 2024-2025
- NMJC Builds Partnership with Education Partnership of the Permian Basin

1.B. Mission and Public Good

The institution's operation of the academic enterprise demonstrates its commitment to serving the public good.

Argument

NMJC's actions and decisions reflect a public obligation in addition to serving the institution's core educational mission.

Historical Distinction of New Mexico Junior College

New Mexico Junior College (NMJC) holds a unique position among community colleges in New Mexico as the first independent community college in the state, established in 1965. Unlike other institutions, NMJC was initially funded entirely through local resources rather than state funding. This foundational reliance on local financial support has cultivated a deep connection between the college and its community—a relationship that continues to define NMJC's operations and priorities.

Although NMJC began participating in the state funding mechanism in the 1980s, local financial contributions remain a cornerstone of the college's funding structure. A [June 2021 Legislative Finance Committee Hearing Brief](#) revealed that NMJC receives the smallest share of state appropriations—20%, compared to the state average of 51% or the largest share of 80%. This disparity underscores the exceptional and ongoing commitment of the local community to NMJC's success.

Commitment to Community and Mission

Recognizing the extraordinary level of local support, NMJC's leaders, faculty, and staff have consistently focused on designing and sustaining programs and activities that directly address the needs of the area's communities and citizens. This commitment is deeply rooted in the institution's mission to promote success through learning.

NMJC's operations reflect this mission by:

- **Offering Accessible Education:** Providing diverse learning opportunities, including traditional classes, online courses, dual-credit programs, and workforce development training, ensuring accessibility for all learners.
- **Fostering Community Engagement:** Building partnerships with regional industries, schools, and organizations to support lifelong learning, cultural enrichment, and economic development.
- **Addressing Regional Needs:** Tailoring academic and workforce programs to align with the economic, social, and cultural needs of the local population, reinforcing NMJC's role as a vital community resource.

NMJC demonstrates its commitment to community success through accessible education, community engagement, and tailored programs that address the economic, social, and

cultural needs of the region.

Educational Programs Supporting the Public Good

NMJC demonstrates a strong commitment to serving the public good through its academic programs, workforce training, community engagement, and resource accessibility. NMJC's programs are carefully crafted to meet regional workforce needs, enhance economic development, and provide cultural enrichment while fostering lifelong learning and civic engagement.

Academic Programs Addressing Local Industry Needs

NMJC plays a vital role in addressing regional workforce needs through its targeted academic programs. To ensure program relevance and effectiveness, NMJC relies on active advisory boards composed of local industry leaders. These boards meet annually to provide input on curriculum development, assess program benefits and challenges, and help align educational offerings with industry demands.

NMJC's academic programs are carefully tailored to align with regional economic demands, ensuring students are prepared for success in their careers and communities. Examples include:

- **Targeted Programs:** Offerings such as nursing, welding, energy technology, and business directly address local and regional workforce needs, equipping students with in-demand skills.
- **Responsive Development:** The Farm and Ranch Management program, developed based on advisory board feedback, showcases NMJC's responsiveness to community needs and its emphasis on program relevance.
- **Financial Sustainability Focus:** The college takes a measured approach to new academic program development, prioritizing long-term sustainability and ensuring resources are allocated to initiatives that provide significant workforce and economic benefits.
- **Program Review:** NMJC's three-year program review cycle emphasizes alignment with the mission, focusing on student success, learning outcomes, and program effectiveness.

Through its targeted programs, responsive development, sustainability focus, and rigorous program review process, NMJC ensures that its educational offerings remain relevant, impactful, and aligned with the workforce needs of the region, supporting both student success and economic growth.

The college's success in workforce development is reflected in its high student job placement rates and licensure pass rates. NMJC also fosters entrepreneurship by working through the New Horizons Foundation, which provides students and community members with resources such as workshops, training, and professional consultations with patent attorneys. Additionally, the Small Business Development Center (SBDC) offers free services and training to both start-ups and established businesses, contributing to regional economic diversification and growth. The economic impact of NMJC's alumni further underscores the institution's value to the community.

According to the January 2024 Lightcast Economic Value of New Mexico Junior College

report, NMJC alumni generated \$192.1 million in added income for the Lea County economy in FY 2021–22, supporting 2,172 jobs. By applying the skills gained through their studies, graduates strengthen local productivity, contribute to economic growth, and reinforce the region's workforce and economic stability. The report also highlights the effectiveness of NMJC's fiscal sustainability efforts. The education NMJC provides delivers substantial value to New Mexico through increased student earnings and public savings associated with improved life outcomes. Overall, for every dollar invested in NMJC—whether through institutional operations or student spending on tuition and fees—society in New Mexico realizes an average return of \$4.50.

Dual Credit and Early College Opportunities

For over two decades, NMJC has been a leader in providing accessible higher education opportunities for high school students through its dual credit and Early College High School programs. In partnership with the Lea County Education Consortium, NMJC offers tuition-free dual credit courses that enable students to earn college credits while still in high school. These programs are particularly impactful for small, rural districts like Jal, the southernmost community in Lea County, where limited resources often restrict access to core academic programs. By utilizing NMJC's synchronous video system, students in these districts can access college-level instruction without any financial burden. Additionally, the Early College High School program allows approximately 110 high school juniors and seniors to take all their classes on the NMJC campus. Many participants graduate high school with an Associate of Arts or Science degree, significantly reducing the time and cost required to complete higher education. Together, these initiatives underscore NMJC's commitment to expanding educational opportunities and fostering academic achievement in its community.

Community-Centered Learning and Enrichment

NMJC is dedicated to fostering lifelong learning and providing unique educational opportunities through innovative programs and hands-on experiences. The college offers continuing education and enrichment initiatives, such as the NSEP summer camp, designed for high school juniors and seniors in Lea County. Participants immerse themselves in disciplines like forensic science and computer programming while benefiting from professional mentorship. As an added incentive, each student receives a \$500 NMJC scholarship upon high school graduation. In the summer of 2025, NMJC added an NSEP Mini camps for children ages 6-12. Similarly, the Entertainment and Music Technology department provides students with practical, real-world experience by involving them in events like Hobbs August Nites. At these events, students manage production and performances, including showcasing their talents as part of the NMJC Fearless band, further preparing them for success in the entertainment industry. The community band is comprised of high school band students who play alongside NMJC students and community members in concerts and at graduation. In addition to full-scale productions each semester, the NMJC theater program travels to local elementary schools to deliver a production of *The Velveteen Rabbit*. Through these programs, NMJC continues to inspire learning and creativity while supporting student development.

Community Engagement and Partnerships

NMJC actively engages with the community through a variety of collaborative initiatives, employer partnerships, public events, and civic engagement efforts, as well as alumni and community events. All of which align with its mission to serve the public good. The college collaborates with five school districts as well as private, online, and homeschool populations to provide dual credit programming, enabling students to earn college credit, certificates, or even associate degrees before graduating high school. Partnerships with regional employers, such as Devon Energy and Urenco USA, allow NMJC to develop customized training programs that address industry-specific skills gaps. The Permian Strategic Partnership internship program further supports workforce development by introducing high school students to energy-sector careers through hands-on experiences and residential internship opportunities on the NMJC campus.

In addition to academic and local industry initiatives, NMJC strengthens its community ties by hosting cultural performances, job fairs, and public lectures, including theater productions like *Hamlet* and *Little Women* in the newly renovated Watson Hall Auditorium. The Center for Recreational Excellence (CORE), a collaborative project with the City of Hobbs, Hobbs Municipal School District, Lea County, and private foundations, provides state-of-the-art recreational and wellness facilities for community use. NMJC employees are affording family memberships as a benefit of their service to the college.

Civic responsibility is also a priority at NMJC, with initiatives such as voter registration drives, public policy forums, and events like Cabinet in Your Community, which connects state resources with local residents. Through these diverse efforts, NMJC continues to serve as a vital educational, cultural, and civic anchor for its region.

Service-Learning and Volunteerism

NMJC actively integrates service learning opportunities and volunteerism into its educational and community engagement efforts. Programs combine academic coursework with community service, such as the collaboration between nursing students and Child and Family Services of Lea County, where students conduct health evaluations for young children in Head Start programs. In addition, student organizations like Phi Theta Kappa (PTK) lead impactful community projects, including food drives, environmental cleanups, and literacy initiatives. Faculty and staff also contribute through activities like the annual Stuff-a-Truck project, which provides food assistance to low income families, further reinforcing NMJC's commitment to service the public good.

NMJC extends its commitment to diversity and civic engagement beyond the campus through strategic partnerships and impactful outreach initiatives. Students and faculty actively engage in service-based projects that address community needs, such as food drives, literacy programs, and health fairs, often benefiting underrepresented and underserved populations. In March 2025, NMJC employees participated in the inaugural Day of Caring in partnership with the United Way of Lea County. Reflecting the institutional value of community involvement, over 20 employees from various campus roles assisted four local nonprofit organizations with specific project needs. This initiative also prompted a review of NMJC's employee volunteer policy to encourage greater campus engagement through employer-supported mechanisms.

Facilities and Resources for Public Use

NMJC extends its facilities and resources to the public, reinforcing its role as a community hub by fostering cultural, educational, and recreational engagement. The Western Heritage Museum and Lea County Cowboy Hall of Fame serve as prominent venues for promoting regional culture and history. In addition, NMJC provides access to athletic facilities, meeting spaces, and performance venues, supporting local organizations such as the JF Maddox Foundation. Public theater productions, art exhibitions, and concerts further enhance cultural enrichment and offer lifelong learning opportunities, making NMJC an integral part of the community it serves.

Sustained Public Good

The history and operations of NMJC illustrate a steadfast dedication to serving the public good. From its origins as a locally funded institution to its current role as a driver of regional education, workforce development, and economic growth, NMJC exemplifies the transformative impact of a community-centered approach to higher education. The college's mission to promote success through learning extends beyond its students, positively impacting the broader community through education, economic contributions, and cultural enrichment.

Sources

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- NMJC Career Fair Flyers
- NMJC Cultural Performances
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- SBDC Overview_Presentation File
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- Hearing Brief - Higher Education Funding Formula
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- DCMA Files

1.C. Mission and Diversity of Society

The institution provides opportunities for civic engagement in a diverse, multicultural society and globally connected world, as appropriate within its mission and for the constituencies it serves.

Argument

NMJC fulfills its mission by promoting civic engagement and fostering inclusivity within a diverse, multicultural society and an increasingly interconnected global community. The college is committed to ensuring that its educational programs, student life activities, and community partnerships align with its goal of preparing students for active and meaningful participation in a globalized and multicultural world. Recognizing the diversity of its service area, NMJC prioritizes initiatives that both reflect and support the unique needs and perspectives of the populations it serves.

Civic Engagement Opportunities for Students

NMJC integrates civic engagement into its academic and cocurricular and extracurricular activities, providing students with opportunities to develop as socially responsible citizens and active contributors to their communities. Through student-led organizations, leadership roles, and shared governance, NMJC fosters a culture where student voices are valued and impactful. Organizations such as the Student Government Association (SGA) and multicultural student groups play a pivotal role in promoting civic engagement and leadership development. These groups lead initiatives such as voter registration drives, cultural awareness events, and community service projects, helping students connect with broader societal issues. For example, SGA members participate annually in College Day at the State Capitol, where they engage with local government representatives in Santa Fe, gaining firsthand experience in civic advocacy and public policy.

The NMJC chapter of Skills USA takes an active role in planning the state conference and regularly has students elevated to state and national leadership roles. Skills USA students along with members of PTK participate annually in College Day at the State Capitol, where they advocate for post-secondary, career, and technical education.

In March 2025, PTK further exemplified NMJC's commitment to civic engagement by hosting the Unfiltered Discussions event, which encouraged open dialogue on mental health challenges faced by students. The event featured five panelists addressing topics such as gender identity struggles, suicidal ideation, grief, and eating disorders, creating a safe space for discussion and awareness. With 30 participants attending the inaugural event, the program demonstrated a significant need for such conversations. Future planned topics include neurodivergence, food insecurity, and imposter syndrome, indicating a sustained commitment to addressing critical student concerns.

NMJC also ensures student voices are represented in institutional decision-making through platforms such as the President's Council and the Student Success Committee. The president of SGA attends monthly President's Council meetings to convey student feedback

directly to executive administration, deans, and directors, fostering a direct line of communication between students and leadership. The SGA president also serves as a member of the NMJC Foundation Board. Additionally, the Student Success Committee includes student representatives who contribute to discussions on enrollment, retention, persistence, and completion efforts.

By incorporating students into governance and leadership roles, NMJC creates a more inclusive and responsive institution. Student involvement enhances leadership development, fosters civic responsibility, and bridges communication between the administration and the student body. This inclusive approach ensures that institutional initiatives are closely aligned with student needs and aspirations while promoting transparency, accountability, and mutual respect. Ultimately, these efforts cultivate a campus environment that is not only academically rigorous but also empathetic and responsive to the diverse needs of the NMJC community.

Embracing Multicultural Society

NMJC actively promotes diversity, in all of its forms, through its policies, programs, and practices, ensuring that students from all backgrounds feel welcomed and supported. Reflecting the demographic composition of its service area—Lea County in New Mexico and Gaines, Yoakum, and Andrews counties in Texas—the college embraces its role in fostering an inclusive and equitable environment. In 2025, the service area population was predominantly Hispanic, with smaller proportions of Black and White residents. Similarly, NMJC's student body closely reflected this diversity, showcasing a strong representation of Hispanic students, followed by Black and White students. Additionally, NMJC has an international student population representing 37 countries.

The college employs targeted enrollment strategies designed to attract and support a wide range of students, including first-generation learners, nontraditional students, and those from underrepresented groups. NMJC's recruitment materials emphasize its dedication to fostering learning and success across all demographics. These materials, including rack cards and one-page demographic profiles, highlight the college's comprehensive mission to serve a diverse and inclusive community. To enhance outreach efforts, NMJC recruiters maintain strong connections with local schools in Lea County and extend their reach to Texas schools within a 300-mile radius. The college's recruiters are bilingual, which affords them the opportunity to engage with some prospective students' parents who do not speak English, decreasing miscommunication and promoting a better understanding of the opportunities NMJC offers to their children. Through its alignment with regional demographics, diverse student success initiatives, accessible instructional technologies, and inclusive recruitment efforts, NMJC demonstrates its unwavering commitment to its mission of promoting success and fostering educational opportunities for all members of its community.

NMJC also celebrates diversity through cultural events that foster cross-cultural understanding and community engagement. Programs such as heritage month celebrations, cultural festivals, and international student showcases highlight the richness of the campus community and promote inclusivity. Recognizing the unique needs of English language learners, NMJC has implemented initiatives like the English for the Workplace series, beginning with its CDL training program. This targeted approach demonstrates the college's dedication to addressing specific industry needs while supporting students from diverse

linguistic backgrounds.

Student support services further reinforce NMJC's commitment to inclusivity by providing resources for veterans, students with disabilities, and other constituencies, ensuring that all students have access to the tools and support they need to succeed. Bilingual staff members are available to assist those with limited English proficiency. These efforts are detailed more comprehensively in Core Component 3.D. While NMJC has made strides in diversifying its faculty and professional staff, challenges remain due to the remote nature of Lea County. Despite these obstacles, the college has broadened its recruitment efforts by expanding its use of job advertisement platforms, such as HigherEdJobs, LinkedIn, and discipline/area-specific job boards, and utilizing social media ads to attract a more diverse pool of qualified candidates.

Global Awareness and Connection

NMJC equips students to succeed in a globally connected world by offering educational programs and experiences that foster global awareness and cross-cultural understanding. The college hosts international students from 37 countries, enriching the campus community with diverse perspectives. To create a more inclusive and culturally vibrant environment, NMJC organizes programming that highlights the richness of various cultures through food, music, and art. For example, Student Life hosts campus-wide International Lunches, where students and faculty can experience cuisine from different countries while celebrating the contributions of NMJC's international student population. These initiatives not only promote cultural appreciation but also enhance students' global competence and understanding.

Student Life and Campus Engagement

In addition to instructional spaces, NMJC seeks to provide robust offerings to support the student experience in Student Life. As a residential campus with nationally recognized sports, NMJC takes pride in offering an active, healthy student environment. Student apartments and residence halls are home to approximately 300 students per semester. Campus food services are available not only to residential students but to faculty, staff, and commuter students. Student Life efforts focus on student belonging and connections, coupled with faculty professional development on the same topics (e.g., student engagement).

Student Life programs provide a wide range of benefits that significantly enhance student success and institutional development. One of the primary advantages is the increased student engagement and retention they foster. When students participate in campus activities, clubs, or leadership programs, they build meaningful connections and a stronger sense of belonging. This emotional investment in campus life makes them more likely to stay enrolled and persist through graduation. NMJC's active commitment to Student Life programs contributes to a vibrant, diverse campus culture, encouraging students to spend more time on campus and actively participate in their educational experiences.

The college demonstrates its commitment to diversity, civic engagement, and global awareness through comprehensive programs, partnerships, and outreach initiatives that reflect the needs of its multicultural service area. By fostering an inclusive campus environment, supporting student leadership, and engaging in community-based projects, the college prepares students to thrive in a globally connected world while promoting active

citizenship and cultural competence. These efforts align with NMJC's mission to advance success through learning and exemplify its dedication to cultivating an empathetic, equitable, and dynamic educational experience.

Sources

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- NMJC Cultural Awareness Events_Student Life
- NMJC English for the Workplace Series CDL Program
- NMJC Student Community Service Projects
- NMJC Student Leadership Academy Info and Levels
- NMJC Student Life Campus Activities
- PTK Unfiltered Discussions Forum Flyer
- Student Life Clubs 2025_2026

Criterion 1 Summary

The institution's mission is clear and articulated publicly; it guides the institution's operations.

Argument

NMJC operates with a clear mission, publicly articulated as ***promoting success through learning***, which guides all aspects of its operations. The mission emphasizes providing affordable, accessible, and high-quality education that meets the diverse needs of its students and regional communities. Anchored by core values of access, responsiveness, effectiveness, excellence, and community involvement, NMJC aligns its programs, strategic goals, and resource allocation to foster academic achievement, workforce readiness, and lifelong learning.

The college demonstrates its commitment to serving the public good by addressing regional workforce needs, engaging in community partnerships, and offering inclusive educational opportunities. Programs such as dual credit courses, workforce training, cultural events, and Adult Education reflect NMJC's dedication to enhancing the economic, social, and cultural well-being of its service area. Additionally, NMJC's leadership in economic development and its role as a community hub underscore its strong connection to the region.

NMJC prioritizes diversity and global citizenship, ensuring students are prepared for success in a multicultural and interconnected world. Through initiatives that promote civic engagement, cultural awareness, and student involvement in shared governance, the college fosters an inclusive and supportive campus environment. By integrating its mission into every facet of its operations, NMJC remains a cornerstone of growth, opportunity, and community empowerment in southeastern New Mexico and beyond.

Sources

There are no sources.

2 - Integrity: Ethical and Responsible Conduct

In fulfilling its mission, the institution acts with integrity; its conduct is ethical and responsible.

2.A. Integrity

Actions taken by the institution's governing board, administration, faculty and staff demonstrate adherence to established policies and procedures.

Argument

New Mexico Junior College (NMJC) demonstrates its commitment to integrity by adhering to well-defined policies and procedures that ensure fair, ethical, and transparent behavior at all levels of the institution. Guided by its mission, ***promoting success through learning***, NMJC integrates its values of access, responsiveness, effectiveness, excellence, and community involvement into its operations, ensuring all stakeholders uphold high standards of conduct and accountability.

Mission-Driven Policy Development

The NMJC Mission Statement, originally adopted by the NMJC Board in 2005, serves as a foundational guide for all institutional policies and procedures. The mission and vision statements undergo regular reviews during the strategic planning process, with internal and external stakeholders actively involved. For example, in 2017, NMJC conducted surveys among staff, faculty, students, and community supporters to evaluate the mission's relevance. The results reaffirmed strong support for the mission and vision, and the NMJC Board reaffirmed the language after open discussions. These periodic reviews (2009, 2017, 2022, 2024) reflect the institution's dedication to aligning its policies and practices with its mission. As the college community develops its new strategic plan during FY26, the mission, vision, and values will be revisited and revised as necessary based on the feedback from constituent groups.

Governance and Ethical Conduct

Board Policies and Oversight

NMJC's governing board operates with integrity by adhering to a robust framework of policies outlined in the Board Policy Manual. These include a *Code of Ethics*, *Code of Conduct*, and *Conflict of Interest* provisions. An acknowledgement, which board members sign annually to confirm compliance, serves as documentation. New board members participate in orientation sessions, and all members engage in regular training and work sessions to maintain accountability.

The Board meets monthly to oversee institutional operations, including a detailed financial

review presented by the Chief Financial Officer. The reviews encompass revenues, expenditures, and budget variances, ensuring financial transparency. Additionally, the Board's Finance Committee meets quarterly to review budgets, capital projects, and institutional investments. The Board also approves the annual budget and conducts strategic planning sessions to align finances with institutional priorities.

Institutional Policies for Faculty and Staff

NMJC's Employee Handbook and Faculty Handbook outline comprehensive policies on ethical behavior, such as Conflict of Interest, Copyright, and Whistleblower policies. Faculty and staff participate in mandatory annual training on FERPA, Title IX Awareness, and Unlawful Harassment Prevention through the NEOED platform, with compliance closely monitored.

Administrative operations are governed by policies on the appropriate use of resources, purchasing, and contracting, ensuring ethical practices in daily operations. NMJC also monitors complaints, suggestions, and feedback from the campus community through established processes detailed in the Federal Compliance Document.

Data Integrity and Research Practices

The Office of Institutional Research, Planning, and Effectiveness (IRPE) ensures integrity in data collection, reporting, and decision-making. Key practices include:

- **Accuracy and Honesty:** Data is timely, accurate, and unmanipulated for institutional planning and reporting.
- **Transparency:** Current and archival data is available in the form of data dashboards for use by all NMJC employees within the T-bird Portal via single-sign on security and two-factor authentication.
- **Avoiding Misuse:** The office mitigates selective or misleading data use to ensure transparency.
- **Training and Guidance:** Faculty and administrators receive training in standardized data collection using the Nuventive software platform used for assessment and program review.

Additionally, policies for *Human Subjects Research* protect the rights of participants in research activities, ensuring compliance with ethical standards (See Core Component 2.E).

Financial Integrity

NMJC maintains a strong commitment to financial integrity through rigorous oversight and compliance with best practices.

- **Board Oversight:** The Board reviews detailed financial reports each month during public meetings and approves the annual budget each April for the upcoming fiscal year.
- Finance Committee: This committee meets quarterly to evaluate budgets, capital projects, and investments, ensuring institutional financial health.
- **Independent Audits:** Annual audits assess internal controls and compliance with accounting standards. NMJC has consistently received unmodified audit opinions (FY 2022, FY2023, FY2024), confirming robust financial management and compliance.

All units on campus prepare budget requests, providing a rationale for any budget increase that must be tied to the college's mission and strategic plan. The budget is vetted through administrators and the president before being submitted for approval by the Board of Directors.

Academic and Student Integrity

Student Code of Conduct

NMJC promotes academic integrity and ethical behavior through its Student Code of Conduct, outlined in the Student Handbook. The Code defines expectations for student behavior and academic honesty, with tools like Turnitin used to prevent plagiarism. Examples of violations include substance use, harassment, and disruption of the educational process.

Academic Integrity

The Academic Honesty Policy is clearly communicated in the Student Handbook. The policy explains the primacy of the course syllabus and its role as an agreement between the student and the faculty member as well as identifying the Vice President for Instruction as the final authority for academic policy and discipline as the Chief Academic Officer. Academic dishonesty, possible sanctions, and the appeal process are also detailed.

Grievance and Incident Reporting

In addition to the Grievance Policy (Policy 2.4) outlined in the Employee Handbook, NMJC provides multiple reporting mechanisms to ensure a safe and equitable campus environment:

- CARE Team Reporting: The multi-disciplinary Concern, Assessment, Response, and Evaluation (CARE) Team tracks behavioral concerns, such as emotional distress or threats, and coordinates appropriate interventions.
- General Incident Reporting: Used for incidents unrelated to students, such as property damage or non-student criminal activity.
- Title IX Reporting: Facilitates reports of sexual assault, stalking, domestic or dating violence, and gender-based discrimination or harassment.
- Suggestion/Complaint Form: Provides a vehicle for any NMJC stakeholder to lodge a complaint, offer a suggestion, or simply share a comment about some aspect of the campus operations.

These processes ensure fairness, equity, and prompt resolution of concerns, reinforcing NMJC's commitment to a safe and supportive environment.

Community Engagement and Ethical Practices

NMJC emphasizes fairness and equity in its interactions with the broader community, ensuring alignment with its mission to provide accessible and ethical education. The institution actively collaborates with regional stakeholders, including local industries, schools, and community organizations, to promote lifelong learning and cultural enrichment (detailed in Core Component 1.B).

The Lea County Cowboy Hall of Fame , housed within the Western Heritage Museum on campus, the New Horizons Foundation , and the NMJC Foundation each has its own Articles of Incorporation and is recognized by the State of New Mexico and the Internal Revenue Service as a 501(c)(3). They each have their own Board of Directors and bylaws. While each of these organizations is supported by NMJC and function following the policies and procedures of the college, they answer to their respective Boards and adhere to their own bylaws.

NMJC's policies, procedures, and practices reflect a steadfast commitment to integrity, transparency, and ethical behavior. From governance and financial oversight to academic and student support, the institution's adherence to its mission ensures responsible operations that prioritize the success of its students and the community it serves. Through regular reviews, training, and robust monitoring systems, NMJC fosters a culture of accountability and fairness, demonstrating its dedication to adherence to established practices and integrity.

Sources

- April 18 2024 Board Meeting Minutes_Consideration of Strategic Plan Extension
- NMJC Strategic Plan 2017_2022 Extended
- April 24 2025 Board Meeting_NHF Bylaws Amended
- Board Meeting August 18 2022_Mission and Vision Review_President
- Board Meeting Financial Reports Oct 2022_2024
- Budget Request Proposed 2024_25 Dean of WTPS Credit
- CARE Team Incident Reporting Form_Maxient
- July 20 2017 Board Meeting Minutes_Consideration of 2017_2022 Strategic Plan
- Lea County Cowboy Hall of Fame Bylaws
- NMJC _ FY 22 Financial Audit Report
- NMJC _ FY 23 Financial Audit Report
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- NMJC Board Meeting Minutes _ Strategic Plan Mission Values 2005
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- NMJC Board Policy Manual
- NMJC Employee Handbook Policy 5.9_Whistleblowing Procedures
- NMJC Employee Handbook_2024
- NMJC Employee Handbook_Conflicts of Interest
- NMJC Employee Handbook_Grievance Policy
- NMJC Faculty Handbook _Copyright Policy
- NMJC Faculty Handbook
- NMJC Foundation Bylaws
- NMJC General Incident Reporting Form
- NMJC General Suggestion_Complaint Form
- NMJC Title IX Reporting Form
- November 11 2009 Board Work Session _ Strategic Plan Development
- Student Handbook 2024_2025_Student Code of Conduct Policy
- Board Conflict of Interest_Acknowledgment
- NMJC Federal Compliance Filing 2026 Final

2.B. Transparency

The institution presents itself accurately and completely to students and the public with respect to its educational programs and any claims it makes related to the educational experience.

Argument

NMJC exemplifies transparency in its communication with students, stakeholders, and the public by presenting accurate, complete, and readily accessible information about its educational programs, operations, and institutional responsibilities. By maintaining open channels for the dissemination of information, NMJC ensures trust, accountability, and informed decision-making.

Accreditation Transparency

NMJC prominently displays its Higher Learning Commission (HLC) Mark of Affiliation on its homepage, providing a direct link to the HLC website and the HLC online complaint form. Accreditation documents, including evaluation reports and action letters, are publicly available on the NMJC website, reinforcing the institution's commitment to accountability and ethical operations. The Nursing and Ford Automotive programs hold external accreditation by the ACEN and NATEF respectively. This information accessible via the program information pages on the NMJC website. This accessibility supports public confidence in the institution and ensures stakeholders can readily verify its accreditation status.

Academic Program Information

Comprehensive information about NMJC's academic programs, degree requirements, and faculty credentials is published both on the college website and in the College Catalog. These resources enable prospective and current students to make informed decisions about their educational pathways. Additionally, NMJC provides detailed information on tuition and fees, financial aid opportunities, and a net price calculator, ensuring students and families understand the cost of attendance and available financial support.

Institutional Research, Planning, and Effectiveness

The Office of Institutional Research, Planning, and Effectiveness (IRPE) plays a central role in ensuring transparency by providing accurate and meaningful data to inform decisions and foster continuous improvement. The IRPE office provides stakeholders with essential documents, such as campus master plans, academic program reviews, IPEDS assessments, and accreditation records. These are publicly available on the Institutional Effectiveness webpage. The office also shares data on enrollment trends and benchmarking via staff meetings, standing committees, and the President's Council, and public dashboards as well as internal data trends informatics ensuring accessibility and ethical oversight in decision-making.

Standing Board Committees

NMJC's standing Board Committees enhance governance by providing focused oversight and promoting transparency in key operational areas. The structure of NMJC's standing committees enhances the efficiency of Board operations by enabling preliminary review and analysis of issues prior to full Board consideration.

Finance Committee

- **Areas of Oversight:** Budget planning, investments, and capital projects.
- **Meeting Schedule:** March, July, and November, with additional meetings as needed.
- **Membership:** Three Board Members, NMJC President, and Vice President for Finance.

Student Success Committee

- **Areas of Oversight:** Strategic Enrollment Management Plan, Academic Master Plan, student success data, and legislative updates.
- **Meeting Schedule:** April, August, and December, with additional meetings as needed.
- **Membership:** Three Board Members, NMJC President, Vice President for Student Services, and Vice President for Instruction.

Facilities Committee

- **Areas of Oversight:** Facilities Master Plan, capital projects, and athletics infrastructure.
- **Meeting Schedule:** January, May, and September, with additional meetings as needed.
- **Membership:** Three Board Members, NMJC President, and Vice President for Operations & Special Projects.

This process streamlines decision-making and ensures that proposals presented to the Board are well-developed and thoroughly vetted. These committees meet regularly to review and address institutional matters, ensuring accountability and informed decision-making. Meeting summaries are provided by the relevant Board members at the following NMJC public Board meeting.

Campus Standing Committees

The NMJC Board supports the principle of shared governance promoting active participation by both employees and students in permanent standing committees which assist in the development of policies and procedures for the college community. Standing committees have both permanent and voluntary members. Voluntary members serve for staggered terms of three years to provide consistency while allowing participation of new members. However, all standing committee meetings are open to the campus, further promoting NMJC's commitment to transparency and shared governance. Standing committee meetings appear on the Committee Calendar located on the Standing Committees page on the website. All meeting agendas are archived on the Standing Committees page and minutes are available through the Vice President for Instruction's Office. The 11 standing committees include: Academic Standards/Curriculum, Campus Safety and Emergency Management, Drug and Alcohol Abuse Prevention, Employee Benefits and Welfare, Faculty and Staff Development, Financial Aid, Institutional Review Board, Institutional Technology Planning, Program Review, Student Learning Outcomes Assessment, and Student Success.

Additional Campus Committees

NMJC is a community of involved employees. In addition to the Board Committees and the College Standing Committees, both the faculty and the college staff and maintenance employees have their own organizational bodies. The Faculty Senate meets at least three times each semester to discuss issues of common concern and develop suggestions to address or resolve those issues. For example, when the college installed proximity door locks, faculty no longer had open access to buildings and rooms. Faculty met and authored a collective statement of the issue and proposed solution. The statement was delivered to the Vice President for Instruction, who, in turn, presented the statement to the President. The decision was made to enact the proposed solution at the start of the next semester. The Faculty Senate President sits on the President's Council and represents faculty interests in that forum. The Support Staff and Maintenance Council meets quarterly to discuss issues of concern to hourly staff members. The members recognized the need for scholarship support for students in need. The Council leadership worked with the NMJC Foundation and created a scholarship fund. The Support Staff and Maintenance Council members also fundraise annually in support of this scholarship fund to advance the educational attainment.

NMJC upholds transparency by accurately and completely representing its educational programs, financial practices, and institutional operations. Through accessible resources, ongoing communication, and robust governance structures, NMJC fosters trust and accountability with students, stakeholders, and the broader community. These efforts align with the institution's mission to promote success through learning and demonstrate its unwavering commitment to transparency.

Sources

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- Curriculum Committee Minutes and Flow Chart
- Faculty Senate Constitution
- HLC Mark of Affiliation _ NMJC Homepage
- Standing Committees Members List 2025_2026
- Support and Maintenance Staff Council Constitution
- Net Price Calculator
- Faculty Senate Letter
- Academic Standards Committee
- Campus Safety Committee
- Drug and Alcohol Abuse Committee
- Employee Benefits and Welfare
- Faculty and Staff Development Committee
- Financial Aid Committee
- IRB
- IT Planning Committee
- Program Review Committee
- Student Learning Outcomes Committee
- Student Success Committee

2.C. Board Governance

In discharging its fiduciary duties, the institution's governing board is free from undue external influence and empowered to act in the best interests of the institution, including the students it serves.

Argument

The NMJC Board of Directors operates with sufficient autonomy to act in the best interests of the institution and its students. NMJC's Board independence is safeguarded through established policies and practices that protect against undue influence as documented in the New Mexico Junior College Board Policy Manual. One such practice is the the signing of a Conflicts of Interest acknowledgement each January.

Established as the first independent community college in New Mexico under the 1963 Junior College Act of the New Mexico Legislature, NMJC is governed by a Board composed of seven members elected from single-member districts located throughout Lea County. Each Board member is elected to serve a staggered six-year term. As elected officials, members of the Board are directly responsible to the citizens of Lea County. NMJC upholds transparency in its governance through open board meetings that are subject to the Open Meeting Act of New Mexico.

The NMJC Board has established practices and policies that provide opportunities for external constituencies to actively engage with the Board and to present their interests and needs to the Board. All Board meetings except "closed meetings," are live streamed through the college's social media accounts. Meeting agendas and minutes are publicly accessible on the college's website, and each session includes opportunities for public comment, fostering community engagement, and accountability.

An important institutional practice related to maintaining board independence and autonomy concerns the acceptance of gifts to the college. Monetary and in-kind gifts to the college are vetted and accepted through the independent NMJC Foundation, a non-profit, 501(c)(3) corporation, formed in 1969. The Foundation, which has separate policies and a self-governing Foundation Board of Directors, serves as an independent reviewing panel – with full authority to accept or reject gifts – which helps to ensure NMJC's Board is not unduly influenced by large gifts to the college. This practice ensures that the Board's decisions are not swayed by external financial contributions.

The NMJC Board retains authority for assuring that the institution is meeting its educational objectives; the selection of, goal setting with, and evaluation of the President; and for assuring that the institution operates ethically. Responsibility for managing the day-to-day operations of the college is clearly delegated to the president and senior leadership. The Vice President for Instruction (VPI), as Chief Academic Officer, and the faculty are responsible for managing all academic affairs.

As elected officials who must stand periodically for election, members of the Board are active community leaders who are directly responsible for ensuring that the needs and

interests of their constituents are actively represented at the college. NMJC supports the Board in their professional development and attainment of best practices through on-boarding, an annual budget workshop and training, and participation in the annual Association of Community College Trustees (ACCT) Leadership Conference. Participation in this experience serves the NMJC Board well for the continued execution of their roles and responsibilities.

Sources

- 1963 Junior College Act NM 73_33_1
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- New Mexico Open Meetings Act
- NMJC Board of Director Districts _2022
- NMJC Board Policy Manual
- NMJC Foundation Bylaws
- Board Conflict of Interest_Acknowledgment
- Board Agenda January 2026

2.D. Academic Freedom and Freedom of Expression

The institution supports academic freedom and freedom of expression in the pursuit of knowledge as integral to high-quality teaching, learning and research.

Argument

NMJC is committed to freedom of expression and the pursuit of truth in teaching and learning. The principles of academic freedom and freedom of expression are documented in Board policy ([Policy 6.1.2](#)), setting the tone for institutional operation and are fully embraced by the leaders and employees of NMJC.

Likewise, NMJC is committed to freedom of expression and the pursuit of truth in teaching and learning. The principles of academic freedom and freedom of expression are documented in multiple handbooks ([Board Policy Manual](#), [Faculty Handbook](#), [Employee Handbook](#), and [Student Handbook](#)). The college supports the principles of open expression and has documented student rights in this regard.

The college maintains formal grievance processes, as discussed in Core Component 2.A., open to all faculty, staff, and students (student rights are documented in the [Employee Handbook](#) and [Student Handbook](#)). Employees are additionally protected by a [whistleblower policy](#). Grievance processes are robust, provide protection in confidentiality, and are founded on principles of free expression and diversity of opinion.

NMJC's Public Forum Area

NMJC upholds the principles of academic freedom and freedom of expression, recognizing their importance in fostering a vibrant learning environment. The institution is committed to protecting the rights of its faculty, students, employees, and community stakeholders to engage in open inquiry and express diverse viewpoints.

According to [NMJC Board Policy number 9.6.1](#), New Mexico Junior College is committed to respecting the First Amendment rights of all individuals, including freedom of speech, freedom of expression, and the right to peaceably assemble. NMJC also recognizes its responsibility to provide a secure learning environment that allows individuals enrolled at or employed by NMJC to express their views in a manner that is not disruptive to college operations.

To accommodate the need for immediate and spontaneous demonstration and to better facilitate the free exchange of ideas, NMJC has designated the area between the Pannell Library and the Ben Alexander Student Learning Center as the Public Forum Area on campus. This Public Forum Area is generally available from 9:00 a.m. to 5:30 p.m. Monday through Friday, provided that the Public Forum Area has not previously been reserved.

Members of the NMJC community who wish to engage in free expression on campus in a group consisting of 30 or more persons must submit a completed Forum Reservation Request Form to NMJC's Director of Marketing and Public Relations at least five college

business days prior to the scheduled activity, and must receive approval in writing from NMJC's Director of Marketing and Public Relations prior to engaging in such activity. Prior notice is required to ensure that there is sufficient space for the large group event, necessary College resources are available for crowd control and security, and the academic and college operations are not disrupted.

For written materials or communications, members of the institution may distribute non-commercial materials on a person-to-person basis in areas outside of the Public Forum Area, in open areas of campus. Non-members of the institution may still distribute materials within the Public Forum Area on campus.

The NMJC Faculty Handbook defines and promotes collective faculty expectations regarding academic freedom. NMJC is a teaching institution and does not engage in research activities as commonly found in senior colleges and universities. As an institution primarily focused on instructional activity, academic freedom primarily concerns freedom in the instructional process.

- Employees (faculty) shall not knowingly misrepresent facts.
- They shall be careful in their teaching not to introduce controversial matters bearing no relationship to their subject.
- They shall not force their ideas and ready-made decisions on the student but shall encourage the student to make their own decision in the light of all available information.
- They shall exercise appropriate restraint and guard against distortion and inaccuracies.
- Outside the academic role, as a private citizen, employees have no other special privileges. When they speak or write as a private citizen, they shall be free from institutional censorship or discipline; but their special position in the community imposes special obligations.

The NMJC Student Handbook clearly articulates students' right to freedom of expression. The institution encourages open discussion, inquiry, and expression within the classroom while maintaining an environment of civil discourse and respectful dialogue. The college recognizes that while the risks of freedom of expression are outweighed by the benefits derived from such a society, the exercise of this freedom carries the burden of associated responsibilities and issues of judgement.

As noted previously in Core Component 2.A, the college provides formal grievance processes open to all faculty, staff, and students to address concerns related to academic freedom and freedom of expression. These processes ensure that individuals have a mechanism for resolving disputes and expressing their viewpoints.

Faculty Research and Freedom of Expression

While New Mexico Junior College, as a two-year community college, does not conduct active student research activities, there is evidence of faculty contribution to unique research and forms of educational expression.

- In 2023, a history department faculty member published a book on United States and Russian nuclear relations. It is also sold and distributed publicly through avenues such as Amazon.

- A Spanish professor has also published numerous bilingual fiction and non-fiction texts while employed at New Mexico Junior College. Examples include articles of literary criticism and various forms of poetry.
- A business professor published a research article analyzing the economic costs of sustainable water pumping in a regional aquifer. This research was evidence of faculty cross-collaborative engagement with neighboring institutions in support of a known resource challenge locally such as water availability.

Faculty members pursuing active research on completion of a program of study (such as a doctoral degree) are supported by the Office of IRPE. The Office of IRPE provides guidance on ethical research practices and helps faculty navigate Institutional Review Board protocols, especially when involving human subjects. The office also assists in collecting, managing, and analyzing institutional data, which faculty can use for research purposes. This includes student performance, enrollment trends, and survey data. The college's work is guided by the policies outlined and delineated in the Faculty and Employee handbooks.

New Mexico Junior College actively supports faculty endeavors in freedom of speech and academic research in relation to its mission of ***promoting success through learning*** and in higher education. It empowers faculty to explore, question, and disseminate knowledge without undue interference, fostering a climate of intellectual rigor and innovation.

This freedom supports the development of diverse perspectives, encourages critical thinking, and enables faculty to challenge prevailing ideas, which is essential for academic progress and societal advancement. It also enhances the quality of teaching and scholarship by allowing educators to pursue research that reflects their expertise and interests, supporting their quality of life at the college. Moreover, protecting faculty expression helps uphold democratic values and ensures that NMJC remains a space where open dialogue and inquiry are not only permitted but encouraged.

Sources

- NMJC Board Manual 2025_Policy No. 9.6_Freedom of Expression
- NMJC Board Policy Manual
- NMJC Board Policy No. 6.1.2_Academic Freedom
- NMJC Employee Handbook Policy 5.9_Whistleblowing Procedures
- NMJC Employee Handbook_2024
- NMJC Faculty Handbook
- Student Handbook 2024_2025

2.E. Knowledge Acquisition, Discovery and Application

The institution adheres to policies and procedures that ensure responsible acquisition, discovery and application of knowledge.

Argument

While primarily focused on teaching, NMJC recognizes the importance of ethical research practices. The institution has established an Institutional Review Board (IRB) to oversee research practices and ensure compliance with ethical guidelines. The IRB reviews and either grants approval or requests revisions related to human subject research or protected records. This ensures that research conducted by faculty, staff, students, or outside entities meets ethical standards and safeguards participants' rights.

NMJC provides students with guidance on the responsible use of information resources, including new policies and initiatives related to Artificial Intelligence (AI). For instance, the English department procedures outline policy on AI usage as related to plagiarism and AI-generated text.

NMJC acknowledges the need for a defined campus-wide policy on AI usage and approved programs/operational procedures. An ad hoc AI subcommittee was formed in 2025 to define, discuss, and develop a means of gathering collective insight on campus and creating a comprehensive policy that is structured yet flexible in use. The committee has been responsible for ascertaining campus-wide perceptions and needs with AI and assigning campus-wide training (e.g., in data security) aligning those outcomes.

Gateway courses in English and Sociology incorporate specific information about ethical research practices, including proper citation and avoiding plagiarism. The use of plagiarism software (e.g., TurnItIn) further supports these efforts. Courses in Psychology require the structured use of APA style formatting and citation methodology as part of their capstone essay submission.

NMJC maintains a student Academic Integrity Policy that details academic honesty, expectations for student behavior, penalties for violation of the policies, and the process by which a student may appeal penalties. Sanctions for violation of the policies for academic integrity and honesty range from a warning, an F grade for the specific assignment, and removal from the class. The VPI is the final authority for academic policy and discipline in the academic arena. Details of the policies, expectations, sanctions, and appeal processes are found in the Student Handbook, the Faculty Handbook, and on various pages of the college website under Resources and Services.

Pannell Library and Academic Integrity Support

NMJC actively supports research integrity and standards of ethical practices via the Pannell Library on campus. The Pannell Library plays a crucial role in promoting research integrity by providing credible resources, training, and guidance to students and staff, helping to understand ethical practices and navigate the complexities of scholarly publishing. Pannell

Library Policies are made available to the public on its website.

Information resources, instruction on the use of databases, eBooks, streaming audio and video platforms, evaluation of information, locating scholarly/peer-reviewed resources, and citation styles are available at a student's request by visitation during office hours or an appointment. The library staff also provides tours for groups and individuals and collaborates with instructors regarding information resources for classroom assignments, specific research topics, or material acquisition to support their curriculum. Bibliographic instruction sessions are available throughout the semester. Campus librarians are available to present instruction to individuals, classes, and other groups on request.

In support of the surrounding community, the Pannell Library also provides community patron material loans, computer access, and printing services. Patrons must have a valid student/faculty/staff NMJC ID, or Estacado Library Information Network (ELIN) Library card for loan of Library materials. Registered patrons may request a guest login credential at the NMJC Library Circulation Desk. The NMJC Pannell Library complies with copyright and fair use of information materials pursuant to guidelines stated by the U.S. Copyright Office.

Through well-defined policies, transparent practices, and a commitment to academic freedom, NMJC strives to create an environment of ethical conduct, accountability, and open inquiry. The institutional culture at NMJC values integrity as foundational to its mission of promoting success through learning.

Sources

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- Fall_2025_Intro_to-Sociology
- Fall_2025_Introduction_to_Psychology_AI Section
- Fall_2025_Introduction_to_Psychology_APFormatting_Projects
- NMJC English Procedures 2024_2025
- NMJC Faculty Handbook
- NMJC Pannell Library Policies
- Presidents Council - November 19 2024 Meeting Notes - AI Subcommittee
- DRAFT Institutional Policy for Responsible AI Integration 8.27.2025
- academic-integrity-policy

Criterion 2 - Summary

In fulfilling its mission, the institution acts with integrity; its conduct is ethical and responsible.

Argument

NMJC demonstrates a strong commitment to integrity and transparency through clear policies and procedures that guide ethical conduct and institutional effectiveness. The mission, ***promoting success through learning***, and the core values of access, responsiveness, effectiveness, excellence, and community involvement shape all operations. Regular mission reviews and engagement with stakeholders ensure alignment with institutional priorities and community needs.

Governance practices reflect high ethical standards. The NMJC Board operates autonomously within a robust policy framework and maintains transparency through open meetings and publicly posted agendas and minutes. Financial integrity is supported by quarterly Finance Committee reviews, monthly financial reports, and annual independent audits that consistently receive unmodified opinions. Faculty and staff follow ethical guidelines outlined in institutional handbooks and participate in ongoing compliance training, including Title IX and FERPA.

NMJC upholds academic freedom and freedom of expression, allowing faculty and students to explore and share ideas without fear of reprisal. Grievance processes ensure fair resolution of concerns, and a designated public forum supports open dialogue. The institution promotes responsible knowledge acquisition through established research policies, IRB oversight, and instruction on ethical research practices across academic programs. The Pannell Library further strengthens research integrity by offering resources and training to the campus and community.

Transparency is evident in the public availability of accreditation materials, program details, and financial information. The Office of IRPE maintains data accuracy and provides reports and dashboards that inform decision making. Shared governance is supported through Board and campus committees that publish agendas and minutes and encourage stakeholder involvement. NMJC's partnerships with community and regional organizations also reinforce its commitment to ethical practice and lifelong learning.

Through mission driven policies, ethical governance, protection of academic freedom, and responsible research practices, NMJC meets the expectations of Criterion 2 and sustains a culture of accountability, equity, and trust.

Sources

There are no sources.

3 - Teaching and Learning for Student Success

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness in fulfilling its mission. The rigor and quality of each educational program is consistent regardless of modality, location or other differentiating factors.

3.A. Educational Programs

The institution maintains learning goals and outcomes that reflect a level of rigor commensurate with college-level work, including by program level and the content of each of its educational programs.

Argument

New Mexico Junior College (NMJC) ensures that its academic programs meet the standards of rigor and appropriateness required for higher education. Learning goals and outcomes are designed to reflect the level and content of each program, aligning with both academic and industry expectations. These learning goals are developed by faculty as part of the program development process. Internally, all degrees and certificates offered at NMJC are approved by the Academic Standards/Curriculum Committee and the NMJC Board of Directors. Externally, new degrees and certificates are approved by the New Mexico Higher Education Department (NMHED), the Higher Learning Commission (HLC), and applicable industry-specific accrediting bodies (e.g., ACEN, NATEF, etc.) ensuring compliance with state and national accreditation standards.

Curriculum Development and Oversight

NMJC utilizes a robust curriculum committee process through the Academic Standards/Curriculum Committee, whose members include representatives from each instructional division as well as athletics, student services, and administration, to maintain consistent academic rigor across all programs. The process follows guidelines from NMHED ensuring all academic offerings meet established NMHED standards. In addition, labor market analyses, industry partnerships, and advisory boards provide an opportunity for faculty to demonstrate how the curriculum aligns with workforce needs. Several NMJC programs, such as Nursing, Automotive, and Law Enforcement, hold specialized accreditations from professional organizations. These accreditations confirm that program-level learning outcomes meet discipline-specific standards, further ensuring the appropriateness and rigor of NMJC's academic offerings. Forming the second layer of oversight, the Faculty Coordinator of Assessment, leading the Student Learning Outcomes Assessment Committee (SLOAC), ensure assessment of the curricula yields results that, in turn, drive revision and relevancy. By attending department and program data reviews, the Faculty Coordinator is able to assist faculty and instructional deans in making curricular and instructional connections. Finally, the third layer of oversight rests with the Program Review

Committee, which provides recommendations to campus administration regarding the financial, instructional, and personnel resources.

These efforts guarantee that learning outcomes reflect the appropriate level of performance required for the credentials awarded. Learning outcomes are outlined in the college catalog and, regardless of modality, all courses must meet the same learning outcomes. Transitional (formerly known as Developmental) courses are excluded from degree requirements, ensuring that all applied courses are college-level.

Common Course Numbering and Transferability

NMJC complies with the New Mexico Common Course Numbering System, which is designed to enhance the transferability and articulation of courses among the state's public and tribal higher education institutions (HEIs). Under this system, when students complete courses with common numbering at one New Mexico public or tribal HEI and transfer to another, the receiving institution is required to accept the course as equivalent to its identically numbered offering. When a commonly numbered course aligns with the degree requirements at the receiving institution, it will fulfill those requirements. However, students who transfer commonly numbered courses that do not align with their chosen degree requirements must still complete the necessary courses for their program of study.

The system encompasses all lower-division general education courses offered by New Mexico's public and tribal HEIs. Additionally, the New Mexico Higher Education Department (NMHED) has extended common course numbering to select career technical education (CTE) courses, such as Welding. This initiative ensures that students across the state can receive consistent transfer credit for CTE courses, promoting greater accessibility and flexibility in pursuing academic and career pathways. NMJC maintains memoranda of understanding (MOUs) with four-year institutions both within and outside the state, enabling the transferability of courses from its applied science degrees and certificates. In 2021, New Mexico Senate Bill 77 introduced a six-year pilot project aimed at creating seamless transitions from community colleges to universities within the southeastern region of the state.

Associate Degrees

NMJC offers three associate degree types: Associate of Arts (AA), Associate of Science (AS), and Associate of Applied Science (AAS). Each degree requires a minimum of 60 semester hours, with core general education requirements (NMHED prescribed content areas: communication, mathematics, science, social and behavioral science, humanities, and creative and fine arts). In accordance with NMHED requirements, students enrolled in an AA or AS degree must meet the required credit hours in each of the six content areas to complete the 31 credit hours of the general education core. The AA in General Studies and AS in General Studies degrees serve as transfer pathways to baccalaureate programs. The AA in Early Childhood Education has more specific course requirements tailored to New Mexico state early childhood education competencies.

NMJC offers fifteen AAS degree programs. These programs require between sixty and eighty-eight (Ford ASSET) credit hours for completion depending upon the nature of the program and the external agency requirements for content. The AAS degree programs are tailored for career and technical education. In accordance with NMHED requirements,

students enrolled in an AAS program must complete twelve credit hours from four of the six general education content areas (communication, mathematics, science, social and behavioral science, humanities, and creative and fine arts) with an additional “flexible” course from any of the six general education content areas for a total of at least fifteen credit hours in general education. Advisory boards for AAS programs ensure alignment with industry standards and provide input on student learning outcomes in the form of essential workplace and industry skills.

Certificate Programs

NMJC's 20 certificate programs, ranging from 16 (Manicurist/Pedicurist) to 58 (Practical Nursing) credit hours, are designed to prepare students for specific occupational fields or enhance their current employment credentials. These programs are developed with labor market analyses and industry input to ensure alignment with workforce needs. This alignment ensures that the required levels of student performance are appropriate to the credentials awarded. The Curriculum Committee employs the use of a standardized flow chart and processes to document degree or certificate changes, expected outcomes, and justifications to ensure that each program's rigor is consistent with the level of credential.

Embedded Certifications

Some courses and/or programs at NMJC include embedded industry certifications as a result of successful completion. Such certifications add value and help to confirm that curricula are relevant and meet industry standards.

Ford ASSET – Ford Motor Company

The Ford ASSET (Automotive Student Service Educational Training) program is a cooperative technical training initiative designed for entry-level automotive technicians. This program represents a partnership between Ford Motor Company, participating college campuses, and sponsoring dealerships. Over the course of two years, the ASSET program provides students with a comprehensive education that combines technical training in both classroom and laboratory settings, on-the-job training through cooperative work experience, and the general education courses required to earn an AAS degree in Automotive Technology.

Throughout the program, students have the opportunity to earn Ford Technician Certifications in 11 distinct technical areas by successfully completing final examinations for each certification. Achieving certification in a specialty area requires passing both a written exam and a hands-on evaluation. For certification, students must achieve a minimum score of 80% on the written exam and demonstrate 100% proficiency during the hands-on evaluation. This rigorous approach ensures graduates are well-prepared to meet the high standards of the automotive industry.

Computer Information Systems – TestOut Pro

The Computer Information Systems (CIS) AAS degree and a certificate program, which are available either face-to-face or entirely online. The department integrates industry-recognized certifications through the use of TestOut Pro exam software, providing students with valuable credentials alongside their academic achievements. TestOut Pro certifications are aligned with ten CIS courses offered within the program, including courses such as

Introduction to CIS, Network Security, and Computer Repair and Upgrade.

Eligibility for some TestOut Pro exams requires the successful completion of a two-course sequence, such as Computer Repair and Upgrade I and Computer Repair and Upgrade II. These exams utilize advanced simulation technology to assess an individual's ability to perform real-world IT tasks, ensuring students gain practical, hands-on experience. All TestOut Pro exams are scientifically analyzed and validated to maintain high standards of accuracy and reliability, further enhancing the professional readiness of CIS graduates.

Farm and Ranch Management – iCEV

The Farm and Ranch Management program offers an AAS degree. The department currently embeds six optional certification opportunities through the iCEV Testing Platform. Each certification offered is validated by a different organization to meet industry standards. Some examples include the American Meat Science Association Meat Evaluation Certification, Elanco Fundamentals of Animal Science Certification, and the National Collegiate Livestock Coaches Association Principles of Livestock Selection and Evaluation.

Automation and Industrial Systems – NC3

The Automation and Industrial Systems department offers non-credit training programs including Electrical Maintenance Technician, Mechanical Maintenance Technician, and Programmable Logic Controllers that each culminate in a NMJC Workforce Development certificate of completion. As part of the curriculum, the department partners with the National Coalition of Certification Centers (NC3) to provide Festo automation-based certifications. Examples of embedded certifications are Fundamentals of Fluid Power – Pneumatic/Hydraulic, Fundamentals of Electricity – AC/DC, and Programmable Logic Controllers (PLCs) - Allen Bradley/Siemens.

Dual Credit Opportunities

In accordance with NMSA 1978 § 21-1-1.2 (2015) and 6.30.7 NMAC, NMJC has provided dual credit opportunities for high school students in Lea County, allowing students to earn tuition-free college credits while still in high school. Dual credit courses meet NMJC's academic standards and are regularly evaluated to ensure alignment with college-level rigor. High school faculty teaching dual credit courses on-site meet the same educational and/or experiential standards as those who teach on-campus at NMJC. Rigor is calibrated during annual meetings between NMJC faculty and high school dual credit faculty.

Each high school offering dual credit courses must submit a signed uniform master agreement with NMJC to the Public Education Department (PED) every three years. The agreement must specify eligible courses, academic quality of dual credit courses, course approval and course requirements. College courses eligible for dual credit must meet the rigor for NMJC credit and be congruent with the NMJC's academic standards. Dual credit courses offered at high schools must conform to college academic standards. Course requirements for high school students enrolled in dual credit courses are equal to those of regular college students. The NMJC dual credit policy guide provides guidance on all dual credit expectations for the college and associated high schools under the uniform master agreement.

In 2022, the Career and Technical Education Center of Hobbs (CTECH) opened its doors to

provide a range of focused, industry training opportunities for its high school students. NMJC has partnered with CTECH to offer dual credit learning opportunities in areas such as Transportation, Manufacturing, Energy, Information Technology and Welding. Some examples of courses approved for dual credit include Introduction Welding, Introduction to Oil and Gas, Introduction to Computer Information Systems, and Networking Basics. This educational partnership provides basic to advanced training as part of a career/industry pipeline and a K-14 pathway for the local area.

Online Education

With the approval of the Higher Learning Commission, NMJC has established a robust portfolio of online courses. Over the last decade, online courses routinely account for approximately 27% of NMJC's enrollment. NMJC is an approved participant in the State Authorization Reciprocity Agreement (SARA) via the New Mexico Higher Education Department and the National Council for State Authorization Reciprocity Agreements (NC-SARA).

To support course quality, faculty effectiveness, and positive student outcomes, the professional staff supporting online courses have developed a series of tools to support faculty and students. All NMJC faculty who teach online courses are required to take NMJC-developed online training delivered through the college's Canvas LMS. In addition to the formal course in online teaching, faculty are offered guidance in best practices for engagement of students in online environments and mentoring from their respective department chairs, program directors, and divisional deans. Finally, while online courses are included in course-level assessment and in all areas' program review process, they are also evaluated as a separate area in NMJC's recently revised Program Review process. By consistently reviewing online courses, NMJC recognizes the dichotomy of online courses being ubiquitous while also requiring different learning skills and levels of engagement for successful student outcomes.

Through its adherence to NMHED requirements, curriculum processes, articulation agreements, and program-level accreditations, NMJC demonstrates its commitment to maintaining the appropriateness, rigor, and quality of its educational programs. These efforts exemplify the institution's dedication to fostering student success and aligning its offerings with higher education standards and workforce demands.

Sources

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- Associate Arts ECED Coursework
- CTECH Dual Credit Crosswalk
- Curriculum Committee Flow Chart

- Curriculum Committee Minutes and Flow Chart
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- NMHED Approved Programs_eDEAR CIP Codes
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- Program Review Committee Tasks
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- Student Support Tools_Canvas LMS
- Thomas Edison NMJC MOU ENGT

3.B. Exercise of Intellectual Inquiry

The institution's educational programs engage students in collecting, analyzing and communicating information; in practicing modes of intellectual inquiry or creative work; and in developing skills adaptable to changing environments.

Argument

New Mexico General Education Common Core

NMJC participates in the New Mexico General Education Common Core, ensuring transferability of general education credits across state institutions. As such, all general education courses must fall into one of six content areas: communication, mathematics, science, social and behavioral science, humanities, and creative and fine arts. Within each content area are three of six essential skills: communication, quantitative reasoning, critical thinking, information and digital literacy, and personal and social responsibility. The required assessment of these essential skills, detailed in 3.E, ensures NMJC students are engaged in the collection, analysis, and communication of information, the exploration modes of intellectual inquiry and creative work, and the development of the necessary skills to adapt to a global and ever-changing environment.

In FY16, the New Mexico Higher Education Department (NMHED) updated its model of general education to focus on the essential skills that are needed by today's college graduates to be successful as they pursue advanced degrees and/or careers. The state adopted two models: one for applied associate degrees and a second for bachelor and all other associate degrees. For Associate of Arts or Associate of Science degrees, there are a minimum of 31 general education hours required from six content areas. Twenty-two of these credits are from all six content areas with nine additional credits from the same content areas or those the institution deems appropriate.

For Associate of Applied Science degrees, a minimum of 15 general education hours are required. A minimum of 12 hours is required from four of the six content approved areas. The remaining three credit hours can be chosen from any of the six content areas or "other" content areas an institution deems appropriate.

Institutional Learning Outcomes

Curricular development and outcomes at NMJC are guided by three institutional learning outcomes (ILOs) established to reflect the college's mission, vision, and values. In addition, the ILOs align directly to the institution's strategic goals while meeting the demands of external stakeholders and agencies. NMJC outlines these ILOs and aligns the statewide general education outcomes used to evaluate student achievement of recognized competencies. The ILOs are published on NMJC's website and are a central component of all credit-bearing students' education. These ILOs are assessed annually and are compiled by the Faculty Coordinator of Assessment and Quality, reviewed by the members of the Student Learning Outcomes Assessment Committee (SLOAC), and published on the college's Institutional Effectiveness webpage.

In addition, NMJC integrates ILOs into all credit-bearing courses, requiring components of communication, critical thinking, and problem-solving in course syllabi. The following learning outcomes represent the knowledge and abilities developed by students attending NMJC. These learning outcomes are also connected to NMHED's essential skills needed by today's college graduates and are woven throughout the institution down to the programmatic, discipline area, and course level assessment.

Communication

- Comprehend information to summarize, analyze, evaluate, and apply to a specific situation.
- Communicate in an accurate, correct, and understandable manner.

Critical Thinking and Problem Solving

- Define a problem and arrive at a logical solution.
- Use appropriate technology and information systems to collect, analyze, and organize information.
- Apply critical thinking, analysis, and problem solving to data.

Self and Community

- Analyze and reflect on the ethical dimensions of legal, social, and / or scientific issues.
- Communicate an awareness of a variety of perspectives of ethical issues.
- Interact with individuals and within groups with integrity and awareness of others' opinions, feelings and values.

Courses, such as Psychology, may integrate the learning outcome of Communication through conflict resolution activities, where various real-world scenarios are provided for active role-play engagement and practice. In Spanish courses, students collaborate with other NMJC departments, such as theater, to translate performance scripts, which showcases ILO integration at the course level.

Career and Technical Education (CTE) programs continue to work specifically on the Self and Community outcome through their emphasis on professionalism within each field. Automotive, Cosmetology, Nursing, and Welding all have an ongoing focus on safety and professionalism as defined by the particular industry. The Cosmetology department provides an example of Self and Community focus by hosting student events such as hair shows and barber battles that are open to the public.

Continuous Improvement in Addressing Institutional Learning Outcomes

In addition to various department, program, and course-level initiatives at NMJC, the Student Learning Outcomes Assessment Committee (SLOAC) began exploring ways to unify and support faculty in enhancing student learning at the institutional level. Recognizing widespread concerns about poor student communication skills, the committee-initiated efforts to address this challenge.

In the spring of 2018, a subcommittee composed of faculty members was formed to develop a minimum campus-wide standard for communication that all faculty could implement and enforce. The subcommittee established a four-point standard and hosted a workshop to

encourage faculty adoption. The standard focused on the following principles:

- Avoidance of text language (e.g., refraining from using abbreviations such as "i," "BTW," "LOL," "IDK").
- Correct spelling and proper capitalization.
- Use of complete sentences (e.g., beginning with a capital letter and ending with appropriate punctuation).
- Logical organization of ideas.

The feedback from faculty was overwhelmingly positive. Building on this success, in the spring of 2023, SLOAC began defining similar minimum standards for Critical Thinking and Self and Community learning outcomes. These discussions on measurable and teachable standards evolved into the broader concept of establishing a clear list of expectations for NMJC students. This initiative, aimed at emphasizing NMJC's institutional learning goals in a student-friendly manner, was presented to the Faculty Senate in the fall of 2023 and received strong support.

Beginning in October 2023, regular meetings and reviews with stakeholders further refined the initiative. These discussions centered on defining "what it means to be an NMJC student," resulting in the development of well-defined and embedded standards within course syllabi. To further assist students in understanding their role as NMJC students, the college's public relations and outreach team recorded a short video demonstrating these standards. This effort represents a significant step toward ensuring NMJC students are equipped with the skills to collect, analyze, and communicate information effectively, master intellectual inquiry, and adapt to changing environments.

Implementation of Nuventive

Nuventive is a robust assessment and accreditation management platform that supports NMJC in systematically collecting, analyzing, and reporting on student learning outcomes and institutional effectiveness. The platform provides structured frameworks that facilitate the documentation of how core academic requirements engage students in information gathering, analysis, and communication across the curriculum, directly supporting intellectual inquiry within academic programs.

For institutional learning outcomes, Nuventive enables NMJC to map program-level assessments to overarching institutional goals, track achievement data over time, and demonstrate how students develop transferable intellectual skills and inquiry methods that prepare them for evolving professional environments. At the student learning outcome level, the platform streamlines the tracking of course-level and program-level outcomes, allowing faculty to document specific competencies in areas such as analytical thinking, creative problem-solving, and information literacy. It also supports the collection of evidence of student mastery through tools such as rubrics, assignments, and assessment measures.

Through its advanced reporting and analytics capabilities, Nuventive empowers NMJC to showcase to accrediting bodies how its core curricula systematically foster intellectual inquiry and adaptive skills. Additionally, the platform provides the necessary documentation and longitudinal data to validate that NMJC's educational programs effectively cultivate these critical competencies.

NMJC is dedicated to fostering student learning skills that are adaptable to rapidly changing environments. The integration of AI in higher education presents both opportunities and challenges, and NMJC is proactively addressing this evolving landscape. As faculty and students encounter AI-embedded learning systems and generative AI tools (e.g., ChatGPT), the institution is capitalizing on these advancements by implementing instructional policies and course modules that emphasize ethical use and effective management of AI technologies. For example, faculty-developed AI policy, approved through the Academic Standards/Curriculum Committee, is now included in syllabi, and embedded course learning modules, such as those in Sociology, provide students with hands-on guidance in navigating AI responsibly.

In 2024, faculty within the Communications content area submitted a campus-wide internal grant proposal for institutional approval to adopt the Classroom Companion AI-powered program for instructional purposes. The program's features align with Goals 1 and 4 of NMJC's Academic Master Plan, which directly support the college's mission. The program integrates seamlessly with Canvas and provides real-time feedback through an AI chatbot. While these capabilities align with NMJC's mission to provide adaptable and future-ready learning experiences, the start-up company was unable to provide the level of ongoing technical support needed to address the technical glitches encountered by the college's faculty and student users. The Communications area faculty subsequently sought another product to address the identified needs. The product, Brisk, has been adopted and is being piloted during FY26 with faculty-wide training scheduled for spring 2026 and greater implementation in FY27.

In 2025, NMJC formed an ad hoc committee to develop a comprehensive campus-wide AI policy. This committee, composed of internal stakeholders from across the institution, is actively working to finalize the policy draft. In addition, the committee is designing professional development training to help faculty and staff effectively integrate AI into their workplace duties. Efforts are also underway to streamline software, application, and learning tool interoperability (LTIs) to reduce redundancy and enhance efficiency.

Through these initiatives, NMJC demonstrates a forward-thinking approach to integrating AI into the academic environment. By providing students with structured guidance and equipping faculty with advanced instructional technologies, the institution is fostering the development of skills that are not only relevant in today's AI-driven world but also adaptable to future challenges.

Through its participation in the New Mexico General Education Common Core, NMJC ensures that general education courses emphasize essential skills such as communication, critical thinking, quantitative reasoning, and digital literacy. These skills are integrated into its ILOs, which guide curricular development and assess student achievement in areas such as communication, problem-solving, and self and community. NMJC embeds these outcomes into course syllabi and programmatic assessments, with examples ranging from conflict resolution role-plays in Psychology to professionalism-focused activities in CTE programs. Additionally, the college fosters adaptability through initiatives like minimum communication standards for students, the integration of AI technologies, and the development of ethical AI usage policies. These efforts, combined with faculty collaboration and continuous improvement processes, ensure that NMJC students are prepared for academic, professional, and personal success in an ever-changing environment.

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3.C. Sufficiency of Faculty and Staff

The institution has the faculty and staff needed for effective, high-quality programs and student services.

Argument

NMJC employs 260 full-time and 87 part-time personnel. Fifty-eight full-time faculty and 50 adjunct/part-time faculty instruct the college's 2,387 students who are equally supported by a staff of 202 full-time and 37 part-time student services personnel, administrative team members, technical professionals, and custodial and maintenance staff.

Full-time faculty members are contracted to teach 30 load hours per year (15 load hours per semester). Faculty load is calculated using a combination of credit hours, contact hours, and course headcount. The average class size is 23 students in any given semester, and the student-to-faculty ratio is 18:1. At NMJC, full-time faculty teach approximately 80% of the credit hours. Because NMJC is a community college and operates in a student-centered culture, faculty members' primary responsibilities are in teaching and mentoring students as opposed to conducting research and publishing. Full-time faculty members have sufficient time for instruction, course preparation, contact with students outside of scheduled class meetings (office hours), and participation in the shared governance committee structure (Employee Handbook Policy 6.6 Committees). Likewise, full-time staff members, contracted to work 40 hours each week, are afforded time to participate in the college's shared governance committee structure as a part of their workplace duties.

Qualifications of Faculty and Staff

The college evaluates and credentials all instructional staff – full-time, adjunct/part-time, and dual credit – at time of hire. College faculty members are hired according to assumed practices of the Higher Learning Commission (HLC), the NMJC Board Policy 5.1, and Faculty Selection and Qualifications Criteria (Faculty Handbook p. 10). All faculty have at least a master's degree within their discipline, a master's degree with a minimum of 18 graduate credit hours in their discipline, or have the industry-specific certifications and/or verified field experience to meet NMJC's definition of "tested experience" as set forth in the Faculty Handbook (p.10). New faculty hires are required to have the appropriate credentials in-hand at the time of hire. All degrees accepted by the college for hiring purposes must be from a regionally accredited institution, and the applicant must provide official transcripts verifying degrees claimed on their employment application. Part-time/adjunct faculty and faculty approved to teach dual credit courses are considered contract staff and not as full benefits-eligible employees. Individuals hired as limited-term contract faculty meet or exceed the minimum qualifications described. Faculty teaching in programs with third-party accreditation (e.g., Nursing, Automotive) or state/regional board oversight (e.g., Ford ASSET, Nursing, Public Safety, Cosmetology) meet the appropriate credentials required by those agencies. Likewise, NMJC professional and support staff who provide student services are appropriately qualified for their positions as detailed in their position descriptions.

Professional Development

NMJC is committed to supporting ongoing professional development opportunities for both faculty and staff. Professional development opportunities allow employees to acquire new skills, update existing ones, and stay current with industry trends making them more valuable in their service to the college, its mission and its students. The Faculty and Staff Development Committee is one of the college's standing committees within its shared governance structure charged with identifying training and professional development needs and opportunities as well as coordinating such activities on and off campus. As such, the college provides a variety of internal and external opportunities for employee professional development annually.

Campus-wide Professional Development

At the beginning of each semester, all employees gather for a campus-wide convocation where the President provides a state-of-the-college report, and updates are provided from various campus departments. At this time, all employees are assigned professional development modules within the NeoEd and KnowBe4 systems located in the T-bird Web Portal. NeoEd offers courses on topics such as Title IX and sexual misconduct, Clery Act, active shooter response, defensive driving, FERPA, etc. KnowBe4 provides training specific to online safety and security awareness with topics such as social media, password security, AI voice cloning, and phishing. Both platforms allow individualized assignment of topics based upon employee duties and responsibilities. Each November, NMJC participates in the annual county-wide in-service held through the Moran Lecture Series, bringing various public speakers covering topics such as The Future of Artificial Intelligence in Public Education, Leading and Thriving in a Multigenerational Environment, Tune Up Your Life, A Baker's Dozen of Lessons Learned from Teaching in the Trenches. In addition, full-time employees of NMJC as well as their eligible dependents have access to tuition and fee waivers for a total of nine hours of credit courses per semester and one non-credit community education course offering at no cost (Employee Handbook Policy 3.7, p. 22).

The NMJC Leadership Institute

In fall 2023, NMJC launched its two-year Leadership Institute to provide professional development opportunities and support succession planning for current and future campus leaders. The Leadership Institute aligned its targeted competencies with the American Association of Community Colleges (AACC) Leadership Suite and the John E. Roueche Future Leaders Institute. The program's overarching goal was to cultivate leadership skills, foster professional networks, and promote succession planning.

The inaugural cohort of 20 participants was selected by divisional vice presidents and approved by the Executive Cabinet and included a cross-sectional representation of full-time faculty and staff. The program's first year (2023-2024) focused on workshop-based modules addressing topics such as crucial conversations, team building, community engagement, and leveraging individual leadership strengths. The second year (2024-2025) emphasized group projects that aligned with NMJC's core values of excellence, effectiveness, community involvement, access, and responsiveness. These projects, developed and implemented over a nine-month period, culminated in final presentations and discussions on actionable steps for institutional improvement.

The Leadership Institute's structure integrates action research, enabling participants to address institutionally relevant topics and needs. This approach reflects NMJC's commitment to fostering long-term employee growth and professional development. By equipping its leaders with the skills, knowledge, and vision necessary to navigate the evolving higher education landscape, NMJC ensures its capacity to sustain institutional excellence and fulfill its mission.

Faculty Professional Development

The college offers a variety of professional development activities for faculty, including training in online facilitation, support for attendance at professional conferences, and in-service workshops aimed at improving teaching practices and student engagement.

On campus, academic deans facilitate internal professional development during in-service weeks. In spring 2022, the college launched its HLC Quality Initiative Project (QIP), Valuing Student Voice: Reimagining Engagement, an intentional, structured faculty development series focused on improving student engagement and academic success. This initiative included the Faculty Engagement Summit, which delivers workshops on topics such as gamification, interactive technology, facilitating group discussions, and rubric development. Examples of workshop titles include Making Connections, Multiple Learning Styles, Teaching Styles versus Learning Styles, Checking for Understanding, and Creating Rubrics. These efforts reflect NMJC's commitment to instructional excellence by equipping faculty with innovative tools and strategies that directly enhance student learning. NMJC prioritizes student-informed, faculty-focused professional development to improve the student learning experience. The academic deans have continued these efforts by offering regular pedagogy and teaching support training during the fall and spring semesters, building upon the success of the QIP initiative.

NMJC also ensures quality in online education through required training for all adjunct and full-time faculty teaching online courses. Developed by the distance learning staff, the "best practices" course equips faculty with essential skills for online instruction, supporting the institution's high standards for digital learning environments.

The annual Teaching Professor Conference provides faculty with national-level professional development on effective teaching, navigating the evolving higher education landscape, and enhancing student learning. Both new full-time and adjunct faculty are invited to participate, fostering instructional development and professional camaraderie. Additionally, NMJC faculty actively participate in the New Mexico Higher Education Assessment and Retention (NMHEAR) Conference, which focuses on outcomes assessment and improving higher education practices. Faculty attendees submit summaries of their learning experiences and how these insights enhance their roles, ensuring alignment with institutional goals. Attendees are supported by the Faculty and Staff Development Committee and are encouraged to implement relevant practices within their disciplines.

Staff Professional Development

Beyond faculty development, NMJC also supports professional development for professional and support staff. For example, library personnel participate in professional development through the New Mexico and Texas Library Associations. Similarly, further evidence of the college's commitment to supporting continued staff development can be found in the

professional training attended by financial aid staff, including conferences and webinars. Title IX Coordinator and Investigator trainings by the Association of Title IX Administrators (ATIXA) attended by student services personnel, and SEVIS to maintain federal compliance for international students.

Professional Development Funding and Support

New Mexico Junior College is dedicated to life-long learning and demonstrates this commitment through various avenues of funding support for continued professional development. The NMJC Foundation maintains a fund which is matched by the state to support faculty and professional staff development. The funds are available through an application process to the Faculty and Staff Development Committee and require documentation of how participation in the activity will lead to improvement in student learning or services to students. In addition, the Vice President for Instruction has an account to support professional development for staff and a second fund to support student travel. In April 2025, the Board approved the FY26 budget which included a \$100,000 professional development fund to be used at the President's discretion in support of professional development activities for employees of NMJC. Other funds are available departmentally to support professional development as needed or requested.

Faculty and Staff Evaluation Processes

In accordance with Policy 2.5 of the *NMJC Employee Handbook*, all full-time employees participate in an annual performance evaluation process. Prior to FY26, the campus utilized a goal setting and feedback process developed by the college.

The Faculty Evaluation Process (FEP) consists of multiple components. Key elements of the evaluation process include end-of-course evaluations by students, direct classroom observation of teaching practices, and monitoring of student success/risk rates. In 2022, the faculty process was updated to include a classroom observation form developed by the Center for Community College Student Engagement (CCSSE). NMJC uses SmartEvals as a common end-of-course evaluation for all courses.

In AY26, NMJC began migrating its performance evaluation processes from paper-and-pencil to the NeoEd online system which houses the college's recruiting, onboarding, training, and, now, performance processes. In the NeoEd system, any new hire (with a start date of August 15, 2025 or later) will have a 90-day probation period with goals and feedback on performance followed by an annual review in the first year of employment. All full-time faculty and staff will participate in a performance evaluation on an annual basis via the NeoEd system.

New Mexico Junior College demonstrates its commitment to the sufficiency and quality of faculty and staff by maintaining a well-qualified workforce and fostering continuous professional development. Faculty and staff meet rigorous credentialing standards aligned with institutional, accreditation, and industry requirements, ensuring high-quality programs and services. NMJC supports professional growth through initiatives like the Leadership Institute, Faculty Engagement Summit, and participation in national and regional conferences, complemented by dedicated funding for development activities. These efforts, along with an annual evaluation process and strategic investments in employee development, ensure the institution's capacity to deliver effective programs, student

services, and sustained institutional excellence.

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3.D. Support for Student Learning and Resources for Teaching

The institution provides student support services that address the needs of its student populations, as well as the teaching resources and infrastructure necessary for student success.

Argument

Comprehensive Student Support Services

New Mexico Junior College (NMJC) offers an extensive array of student support services designed to address the diverse needs of its student population and promote academic and personal success. These services include financial aid, disability resources, veterans' services, academic coaching, counseling, tutoring, food pantry, and health clinic. In response to the challenges posed by the COVID-19 pandemic, NMJC adapted its traditional service model to a wrap-around services model to ensure continuity of support during a period of significant disruption. Post-pandemic, the college embraced the wrap-around services model with refinements to better serve the campus community.

The Department of Student Success is composed of a dedicated team that includes the Dean of Student Success, the Director of Student Support Services (TRIO), five Academic Success Coaches, two mental health counselors, the Coordinator of the Academic Success Center, a Student Resource Coordinator, tutoring specialists, and a dedicated STEM tutor. Academic Success Coaches, formerly known as student advisors, play a critical role in guiding students through their academic journey. They ensure students complete necessary placement tests, address transitional education needs, enroll in appropriate programs, and track their progress toward completion. Success Coaches also conduct degree audits using Degree Works to verify that students meet the requirements for their chosen programs. Valuable student resources, such as course schedules, registration procedures, admission policies, tuition and fees, semester calendars, and transfer opportunities, are readily accessible via the NMJC website and the Self-Service Banner portal. Success Coaches utilize tools like Dropout Detective to monitor early alert data and proactively address barriers to student success. Additionally, they collaborate with the Marketing Department to promote transfer opportunities with partner institutions, including Texas Tech University, Eastern New Mexico University, Lubbock Christian University, and the University of Texas Permian Basin.

Incoming students are required to meet with an assigned Academic Success Coach before class registration. During these meetings, Academic Success Coaches discuss career goals, help students develop academic plans, and recommend courses tailored to their individual schedules. All enrolled students are assigned an Academic Success Coach who meets with them periodically throughout the semester either face-to-face, via telephone, or virtually, providing ongoing support and monitoring their progress. Students approaching graduation are contacted and guided through the graduation application process, with coaches answering any questions to ensure a smooth transition to their next life goal.

The Student Success staff collaborates with existing services, such as financial aid, the NMJC Foundation, and the testing center, while also developing new support initiatives, including English Language Learner (ELL) programs and writing workshops. The department is committed to connecting NMJC students with comprehensive resources both on campus and within the Lea County community.

Academic Success Center

The Academic Success Center (ASC), staffed by professional tutoring specialists, offers free tutoring for all students enrolled at NMJC. Tutors offer in-person, Zoom, and virtual reality tutoring. Online tutoring is also available through Brainfuse, a third-party tutoring solution platform available 24/7 offering NMJC students academic assistance with schedule flexibility. During FY23 the ASC served 4,171 students. That number increased by 12% in FY24 to 4,752 students. In FY25, the ASC saw another increase of 10% serving 5,298 students. Staffed with a Coordinator, three full-time tutoring specialists, and two part-time tutors, students are able to access tutors via the online scheduling system or by simply walking in. The ASC recently added its Study Studio where students can experience math ESL, biology, and anatomy via virtual reality in a distraction-free environment.

Support for Veterans

NMJC is committed to supporting veteran students through the services of a Veterans Administration School Certifying Official. The institution is approved by the New Mexico Department of Veterans' Services State Approving Agency under the Montgomery G.I. Bill®. Most course offerings at NMJC meet federal and state requirements for veterans' educational assistance. Additionally, tuition waivers are available to qualifying students under various federal military-based programs and state legislative actions. Academic Success Coaches also provide programmatic and scheduling support to veterans to help them achieve their educational goals.

TRIO/Student Support Services

The TRIO/Student Support Services (SSS) program, funded by federal grants, creates a highly supportive environment for 185 eligible students, including first-generation, low-income, and students with learning or physical disabilities. The program effectively identifies the needs of its target population, highlighting that 44% of the total undergraduate enrollment (737 of 1,644 students) meet SSS eligibility criteria. This includes 29% (478 students) who are first-generation college students, 14% (237 students) who are low-income, and 1% (24 students) who are disabled. The applicant further illustrates critical academic barriers faced by these students. For instance, 40.1% of SSS-eligible students are placed in transitional courses, compared to only 7.2% of non-eligible students, and 28.4% of SSS-eligible students are on academic probation, compared to 16.8% of non-eligible students. Beyond academic challenges, the program identifies widespread basic needs insecurity, with 56% of students reporting food insecurity in the previous 30 days, 53% experiencing housing insecurity in the past year, and 19% experiencing homelessness in the same timeframe. These metrics underscore the critical need for targeted support.

In July 2025, NMJC received notice that its TRIO/Student Support Services application was approved. The college secured continued funding through August 31, 2030. According to the ratings and feedback on the review rubric, the program excels in its clear identification of

student needs, ambitious yet achievable objectives, personalized and evidence-based services, institutional commitment, and strong evaluation framework. These strengths position NMJC's SSS project as a comprehensive and impactful initiative to support underserved students.

Faculty Advisement and Collaboration

Faculty members at NMJC play a vital role in student success through informal advising and scheduled conferences during designated office hours. Regardless of delivery method, all full-time instructors are required to be available to students through a combination of in-person and virtual office hours. Contact information for faculty is included in all course syllabi. Faculty members clearly communicate their availability to students and provide guidance on course requirements and progression within their academic programs. In collaboration with Academic Success Coaches, faculty also provide referrals for more in-depth advisement, ensuring students receive the support they need.

High School Outreach

NMJC maintains strong connections with local high schools in Lea County through regular visits to host advisement sessions for dual credit students. Additionally, the college arranges annual visits with high school seniors in smaller, more personalized settings. These sessions offer students the opportunity to ask questions about Foundation scholarships, FAFSA, student loans, vocational and academic programs, and the enrollment process. This approach fosters early connections with prospective students and ensures they are well-informed about NMJC's resources and opportunities.

Testing Center

The Testing Center offers a variety of services that are available to students, faculty and the community, including Accuplacer, Pearson, PRAXIS, TEAS, HISET, CLEP, and test proctoring services in addition to scheduled make-up tests and ADA accommodations. The secure testing venue requires photo identification to ensure test security and offers an alternative to online proctoring. In the 2023 calendar year, the Testing Center served 3,597 clients, an average of 300 per month. In 2024, that number increased by 3.5% to 3,742. In the first nine months of 2025, the Testing Center served 3,042 clients. At the current rate, the Testing Center forecasts that the number of clients served will be more than 4,000, representing an increase of more than 8% from 2024.

Thunderbird Pantry

The pantry offers food items, hygiene products, and clothing free of charge for all registered NMJC students. In December 2022, the Thunderbird Pantry received a \$50,000 College Food Security Grant from the New Mexico Higher Education Department, supplemented by generous donations from NMJC staff and faculty, the NMJC Foundation, area churches, the City of Hobbs, area businesses, and the local Salvation Army. In addition, the pantry's Student Resource Coordinator, helps to connect students with vital community resources like childcare, housing, and clothing. The Thunderbird Pantry first opened its doors in October 2022 through February 2024, more than 1,650 students were served. Recognizing the need to keep more accurate records, the pantry adopted Pantry Software, which increases the type and accuracy of the data collected. In calendar year 2024, the Thunderbird Pantry served 1,994 students. In the first nine months of 2025, the pantry has

served 1,909 students. At the current rate, NMJC forecasts that more than 2,500 students will be served, which will represent an increase of more than 27% over the 2024 calendar year.

Thunderbird Health Center

In partnership with the Nor-Lea Hospital District, the Thunderbird Health Center is located on NMJC's campus. The clinic serves enrolled NMJC students and college employees needing care for minor illnesses, minor wounds, and minor injuries. Appointments are free of charge, with any additional services (e.g., imaging, lab testing) billed to the patient. Nor-Lea Hospital District also provides Financial Counseling Services to connect patients with resources associated with their healthcare, including healthcare insurance enrollment, prescription assistance, and medical transportation. In a report to the NMJC Board of Directors in February 2025, the clinic staff reported serving 18 patients per day, with the ability to see an additional 10-12 patients per day.

Support for Underprepared Students

As an open-access institution, NMJC provides learning support and transitional curriculum for students who may not be ready for college-level coursework. Learning support and transitional curricula are essential tools for helping underprepared students succeed in college by bridging gaps in academic skills and building confidence. These programs provide structured academic support in areas such as English and math. The goal is to bring students up to college-level proficiency so they can successfully complete college-level coursework.

Adult Education

The Adult Education program offers educational services to qualified adults seeking basic education skills. Having served an average of 350 students from fiscal year 22-25, the Adult Education program offers morning and evening classes, free of charge and at a variety of locations. The Adult Education program focuses on the following areas of service: English as a Second Language (ESL), Citizenship, Basic reading, writing, and math, HSE:GED®/HiSET® exam preparation. The Adult Education program assists participants in becoming literate, attaining a secondary school diploma, transitioning to post-secondary education, and obtaining the knowledge and skills necessary for employment and self-sufficiency. It also serves as a pipeline and foundation for workforce programs at the college.

Placement

Currently, NMJC utilizes the multiple measures placement method to ensure students are set up for success. Academic Success Coaches use transcripts (high school and/or college), ACT, SAT, and/or Accuplacer scores to discuss with students the starting point for math and English courses. The college catalog outlines the process and prerequisite information students need to determine placement.

The math and English departments are currently undergoing a year-long project (CORECHO2) to eliminate transitional courses and incorporate corequisite instruction into gateway math and English courses. Beginning in fall 2026, students will enter directly into the gateway math and English corequisite courses without formal placement measures.

Transitional Courses

NMJC has continually refined its transitional education programs to better address the needs of its students. Guided by the Student Learning Outcomes and Assessment Committee (SLOAC) and departmental evaluations of English coursework success, the institution has explored and implemented academic alternatives aimed at improving student learning outcomes and facilitating progress toward degree or certificate completion.

In AY18, NMJC introduced the Accelerated Learning Program (ALP) within its gateway English courses to provide enhanced support for students who would traditionally begin in transitional (developmental) English classes. The ALP model utilized a corequisite approach, pairing a college-level course with a developmental course that offers additional academic support. Both courses are taken concurrently within the same semester, allowing students requiring remediation to engage with college-level material while receiving targeted assistance. The ALP courses were offered through AY24. Upon review, the design of the ALP process inhibited enrollment, which negatively impacted the results.

Recognizing the need to transform its transitional course offerings in both English and math, in AY26, the English and math departments joined the CORECHO2 program in collaboration with the University of New Mexico and Complete College America. The program supports colleges as they adopt corequisite instructional models to teach introductory, college-level math and English. Additionally, the New Mexico Independent Community Colleges (NMICC) in collaboration with the Dana Center at the University of Texas at Austin began participation in the New Mexico Launch (NMLaunch) initiative in 2025. NMLaunch supports the scaling of mathematics pathways from high school through post-secondary education and into the workforce. This initiative combined with participation in CORECHO2 will help the English and math departments re-envision their transitional to college credit pipelines to better support and serve students.

Academic Infrastructure and Teaching Resources

Academic infrastructure serves as the backbone of a thriving educational environment, directly supporting the quality, resources, and support systems integral to the NMJC mission of *promoting success through learning*. NMJC has embarked on an ambitious initiative to upgrade and expand instructional spaces to support program growth and accommodate increasing enrollment. Since 2020, the college has undertaken significant renovations of key facilities, including Heidel Hall, which houses the Departments of Math and Sciences; McLean Hall, home to the Department of Cosmetology; and Watson Hall, which supports the Theater and Music departments. Additionally, improvements have been made to campus parking to better serve the growing student population.

In the summer of 2025, NMJC opened a state-of-the-art, 35,000-square-foot Industrial Training Center. This facility was specifically designed to support both credit and non-credit programs in Automation and Industrial Technology, Welding, and Oil and Gas, further advancing the college's commitment to workforce development. Renovation and construction projects are ongoing and include a re-envisioned Agricultural District to house the rapidly expanding Equine, Animal Science, and Farm and Ranch Management programs as well as supporting the men's and women's Rodeo Teams; renovation of Mansur and Mary Hagelstein Halls.

Classrooms across the campus are outfitted with cutting-edge technology, including smart podiums, projectors, and interactive television screens, to enrich the learning experience. Faculty utilize LTIs integrated with the Canvas LMS to enrich the student learning experience. Common spaces, like the study lounge in Caster Activity Center, grant students access to educational technology tools outside of the classroom.

Pannell Library

Pannell Library provides a diverse collection of print and electronic resources designed to meet the information resource requirements of New Mexico Junior College students, faculty, staff, and community patrons in support of curriculum and the College mission. Examples include a database collection of over 190 unique resources, 22 public access computers, and study rooms. Students of NMJC are also offered guidance in the ethical and effective use of information resources by the staff of Pannell Library. The library provides valuable resources such as laptops, calculators, and digital cameras, which are available to students to support them in achieving their academic goals.

Modern classrooms, laboratories, libraries, and digital platforms collectively equip faculty and students with the resources needed for high-quality teaching and learning. Smart classrooms with interactive technologies foster dynamic and engaging instruction, while well-maintained laboratories provide opportunities for hands-on, experiential learning and research. These advanced educational environments not only encourage innovation in pedagogy but also underscore NMJC's dedication to meeting the diverse and evolving needs of its students.

Institutional Quality Initiative Project (QIP)

From 2022-2024, New Mexico Junior College embarked on a journey to improve student success by way of faculty professional development. The project developed by the QIP subcommittee was titled Valuing Student Voice: Reimagining Engagement. The goal of increasing the percentage of students who receive A, B, and C grades over D, F, and W grades by 5 points was ambitious. NMJC sought to achieve this goal by way of the comprehensive planning and implementation of various workshops and resources to improve instruction. In the Quality Initiative report, the review panel confirmed the college put forth an effort to systematically advance professional development among faculty as a means of improving student outcomes.

The project, which spanned from Spring 2022 through Summer 2024, was a collaborative effort involving faculty, students, and administration. The primary goals of the Quality Initiative (QI) were to develop targeted professional development opportunities for faculty to enhance student engagement, support faculty in incorporating new teaching strategies, and monitor and assess the impact of these strategies on student success. As part of the initiative, a structured faculty development series was established. The initial phase involved administering the Community College Survey of Student Engagement (CCSSE) and conducting surveys to gather insights into faculty and student perceptions of engagement. These findings informed the QI proposal, which received approval from the Higher Learning Commission in Summer 2022.

A significant outcome of the QIP was the improvement in student success rates, defined as the percentage of students achieving grades A, B, or C. The success rate increased from

71.9% in 2021-22 to 75.5% in 2023-24, marking a 3.6% improvement. The QIP also positively impacted student attainment of essential skills across various content areas:

- Communication: Increased by an average of 7.5%.
- Science: Improved by 3.8%.
- Social and Behavioral Sciences: Achieved the highest improvement at 15.25%.
- Humanities: Recorded an increase of 5.75%.
- Creative and Fine Arts: Showed an increase of 6.67%.
- Math: Unfortunately, saw a decrease of 9% on average, indicating a need for targeted interventions in this area (see transitional course discussion in 3.D)

To address these concerns, the decision was made to transition to using the New Mexico Higher Education Department (NMHED) Content Area Outcomes assessment data as the measure of general education achievement. This change was considered more consistent in terms of design and analysis, ensuring greater reliability in evaluating student learning outcomes. The QI efforts resulted in a measurable increase in student success, as defined by the initiative, by 3.6%. While challenges remain in fully aligning faculty development with this outcome, the improvement in student success demonstrates the QI's effectiveness in elevating the priority of quality teaching across campus. This focus on instructional excellence contributed to positive student outcomes.

NMJC's commitment to student learning and teaching excellence is evident in its comprehensive support services, innovative academic infrastructure, and vibrant campus life. By integrating personalized student support, transitional education, cutting-edge facilities, and opportunities for engagement, the institution ensures that students are equipped to thrive academically and personally. These efforts exemplify NMJC's mission of ***promoting success through learning*** and its dedication to fostering a supportive, dynamic educational environment.

Sources

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- CORECHO 2 Project_NMJC
- December 12 2022 Board Meeting_Thunderbird Pantry Grant
- Industrial Training Center Opening Program Fact Sheet
- June 20 2024 Board Meeting_Heidel Hall Renovation
- March 13 2025 Board Meeting_Feb Thunderbird Health Clinic Update
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- NMJC Adult Education Number of Students Served FY23_25
- NMJC Thunderbird Food Pantry
- NMJC Transfer Opportunities
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- SE NM Math Task Force_NM Launch Docs
- Testing Center 2023 SUMMARY REPORT
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- Thunderbird Health Clinic Flyer
- Thunderbird Pantry Stats March 2024_2025

- Thunderbird Pantry Stats Oct 2022 to Feb 2024
- TRIO Award Notification 2025
- TRIO Grant Rubric 2025
- QIReportNewMexicoJuniorCollegeNM

3.E. Assessment of Student Learning

The institution improves the quality of educational programs based on its assessment of student learning.

Argument

Assessment of student learning delivers evidence of value in courses, programs of study and degrees earned. It also helps identify opportunities for improvement. NMJC uses assessment to track the progression of learning from specific areas of study through broad, widely applicable learning goals. *Success through learning* is measured in how well students communicate, critically think, problem solve, and interact within their communities as they pursue education and career goals with NMJC and beyond.

As documented in the Assessment of Student Learning Guide, NMJC's methods of assessment should be understood from three distinct levels:

- Institutional- NMJC's institutional outcomes define broad student learning goals for all students regardless of selected program of study: Communication, Critical Thinking, and Self and Community.
- Area/Program – Each area or program defines student learning goals for the overall area of study.
- Course- All courses have learning outcomes leading directly to area/program outcomes which map to ILOs. Institutional and departmental Student Learning Outcomes (SLOs) are assessed within the context of individual courses.

These three levels of assessment are presented in each course syllabus, through the Simple Syllabus software program, to provide a clear vision of all student learning goals. General education courses use the General Education Outcomes defined by the New Mexico Higher Education Department. Non-general education departments and training programs each have a set of 3-6 accepted student learning outcomes previously defined by professors. Outcome statements are communicated in class and documented through course syllabi.

Curricular Assessment

NMJC has a comprehensive assessment process, starting at the course level and aggregating data departmentally and institutionally. The college uses the ETS Proficiency Profile (now known as the EPP) for external benchmarking of ILOs. Area SLOs are defined by NMHED whereas program SLOs are developed with input from industry partners and advisory boards. SLOAC is composed of a cross-sectional group of faculty and administrators who work collaboratively to support and enhance student learning and achievement by reviewing assessment reports, suggesting changes to the process, and mentoring faculty through the assessment process. Faculty are actively engaged in the assessment process through their courses and subsequent area/program meetings to discuss insights and plans for improvement. Their responsibilities include reviewing guidelines and requirements from HLC and state agencies related to student achievement

and learning, ensuring institutional alignment with these standards. Additionally, SLOAC is responsible for reviewing, updating, and disseminating the college's assessment plan to maintain its relevance and effectiveness.

General Education

In accordance with the New Mexico Higher Education Department (NMHED), all general education courses must fall into one of six content areas: communication, mathematics, science, social and behavioral science, humanities, and creative and fine arts. Within each content area are three of six essential skills: communication, quantitative reasoning, critical thinking, information and digital literacy, and personal and social responsibility. Each semester faculty provide assessment results targeting the assigned essential skills. These results are aggregated and discussed by each department in an effort to identify areas for improvement and strategies to address those identified areas. The data become a part of the program review process (described in component 3.F) to document continuous improvement.

Career and Technical Education

The CTE programs have developed their own course-level and program-level SLOs with input from industry partners and advisory boards. Each program follows a structured assessment process based on their learning outcomes. Within CTE programs, common learning outcomes are utilized to ensure students achieve essential skills aligned with industry standards. Program directors work with their faculty and the Faculty Assessment Coordinator to review course-level data and identify changes need for programmatic improvement. Course-level assessment is mapped to program-level assessment, which then leads to ILOs.

Implementation of Nuventive

Nuventive is a comprehensive assessment management platform that enables NMJC to efficiently collect, analyze, and report on SLOs and institutional effectiveness. By removing the need for manual data collation and aggregation, the platform streamlines reporting processes and supports the transformation of assessment data into clear, actionable insights. Its structured frameworks help document how core academic requirements engage students in information gathering, analysis, and communication across the curriculum, thereby reinforcing intellectual inquiry within academic programs.

For ILOs, Nuventive allows NMJC to align program-level assessments with broader institutional goals, track achievement trends over time, and demonstrate how students develop transferable intellectual skills and inquiry-based methods that prepare them for evolving professional environments. At the SLO level, the platform facilitates consistent tracking of course- and program-level outcomes, enabling faculty to efficiently document competencies in analytical thinking, creative problem-solving, and information literacy. It also supports the collection of evidence of student mastery through integrated tools such as rubrics, assignments, and assessment measures.

With its robust reporting and analytics features, Nuventive enables the development of detailed reports that clearly illustrate how NMJC's core curricula advance intellectual inquiry and the cultivation of adaptive skills. The platform provides the documentation and longitudinal data needed to confirm that NMJC's educational programs effectively build

these essential competencies, while reducing the administrative workload associated with manual reporting.

Course-Level Assessment and Improvement

NMJC employs data-driven approaches to improve educational programs and support services. Guided by assessments conducted by area and program faculty, NMJC has explored academic alternatives to improve student learning outcomes and facilitate progress toward degree and certificate completion in support of continuous improvement.

Enhancements in English Curriculum

English faculty engaged in assessment data review to refine instructional practices. Outcomes from these discussions included the development of a list of major errors shared among English courses, the standardization of rubrics for these courses, and the publication of recommended writing tools for students. Adjustments to curricula are implemented based on these assessments, with success measured by course-level and program-level outcomes.

Innovations in Math Curriculum

The math faculty also undertook significant measures to enhance its curriculum. In Fall 2024, the department renamed its transitional studies courses to better reflect their purpose and content. Basic Math was updated to Developmental Math I, and Elementary Algebra was renamed Developmental Math II. This change aimed to address student perceptions that the previous titles implied minimal rigor and effort, while aligning the course sequence with transitional English courses for consistency. Additionally, the department explored the creation of a practical, non-algebra course tailored for career training certificates and Associate of Applied Science (AAS) programs. Rather than developing a new course, the department redesigned the existing, transferable Survey of Math course to better meet diverse program needs while maintaining its alignment with New Mexico Higher Education Department (NMHED) general education standards. To support this pathway, the Introduction to Statistics course prerequisite language was updated in AY26, providing a clear non-algebraic pathway.

Career and Technical Education Improvements

Departments CTE division have implemented robust measures to assess and improve student learning outcomes at the course level. These efforts are informed by course-level assessments, advisory board feedback, and state licensure or pass rates, where applicable. Programs such as Automotive, Cosmetology, and Law Enforcement align their curricula with Institutional Learning Outcomes, CTE common learning outcomes, and industry standards. For instance, advisory board feedback and state board pass rates for the Barbering and Cosmetology departments identified a need to emphasize theoretical practices, such as color mixing percentages, and increase hands-on engagement with live models before graduation. In response, curricula updates now include expanded opportunities for student shadowing at local salons.

Cocurricular Assessment Embedded Report

During its mid-cycle review in 2020, cocurricular assessment was identified as an area of

focus. As a result, NMJC was tasked with developing, documenting, and executing a plan to accomplish sustain and meaningful assessment for its cocurricular program, including definitions, outcomes, methodology, data collection, data analysis, and recommendations for improvement. In fall 2021, a team of administrators and staff convened to address HLC's directive.

After reviewing cocurricular models from peer institutions and examining the academic assessment processes in place, the team developed an operational definition of and goal for cocurricular programming at NMJC. The team then discussed which programming options met the newly developed definition of cocurricular and which were extracurricular. The team then determined assessment methodology and data collection processes. The team determined that assessing cocurricular programming using the established ILOs would best serve the students and the institution while meshing with pre-established outcomes. A review of pre-existing survey efforts was conducted to determine next steps. Generic question stems were developed and served as the initial data gathering tool.

Formal data collection began in fall 2024 with pre- and post-assessments where applicable. Review of data collected occurs after completed events or programming to determine what, if any changes are merited to improve the experience for students.

Institutional Overview

Since the last Assurance Argument, internal data across ILOs (from 2020 – 2023) indicate that NMJC's students are demonstrating proficiency. Our students seem to be meeting expected standards across disciplines. Simply stated, instructors consider approximately 8 out of 10 students successful with subject area or program goals that correlate to broader institutional goals. These results are indicative of the stability of our student learning.

The ETS Proficiency Profile (ETS PP) test serves the purpose of assessing the college's ILOs. External comparison to 43 Associate's colleges from 2017-2022 shows NMJC slightly below the national average. NMJC has altered our testing sample to include only students who have completed 30 hours or more to determine the impact on our results.

Sources

- Alignment of Essential Skills w Content Areas NM HED
- Assessment of Student Learning Guide_Spring 2022
- General Education Assessment Results_2024_2025 Roll Up
- HLC Assessing_General_Education_Workshop_Fall 2024
- NM HED Content Areas_Mapped Essential Skills
- NMJC Academic Program Review Guidelines August 2025
- NMJC Course Syllabi - Common CTE Outcomes - Weld, Cosmo, Auto
- NMJC Course Syllabi_2025_Three Levels of Assessment
- NMJC_Institutional_Assessment_Summary_2018_2023
- NMJC_Institutional_Assessment_Summary_ETS PP External Comparison
- 2024-2025 Activity Count w Goals
- CoCurricular Meeting Agendas
- Cocurricular Outline of Areas
- Generic Question Stems
- Goal and Definition CoCurricular

- Meeting Minutes CoCurricular Development
- NMJC Cocurricular proposal
- Pre and Post Cocurricular Assessments

3.F. Program Review

The institution improves its curriculum based on periodic program review.

Argument

The program review process is designed to evaluate the quality and effectiveness of academic programs, ensuring they align with the institution's mission and contribute meaningfully to student learning and success. This process combines self-assessment and external evaluation to identify program strengths and areas for improvement, ultimately driving program enhancement and strategic planning.

In support of NMJC's mission, *success through learning*, the college has refined and implemented a program review process aimed at aligning departmental needs and resources with the goal of enhancing the student learning experience. This process also reflects NMJC's institutional value of *responsiveness* by ensuring the delivery of relevant programs and support services that meet the needs of the college's diverse community.

Program review is a systematic and ongoing effort that spans the entire campus. It evaluates instructional programs, student and academic support services, administrative functions, and overall academic productivity. These evaluations consider factors such as program demand, cost efficiency, and quality, ensuring that all areas contribute effectively to the institution's mission and goals.

NMJC implemented a new instructional program review process following its participation in the Program Review Workshop in the summer of 2024. The college's prior program review process functioned on a five-year cycle and relied solely on the academic dean overseeing the area to compile and analyze the collected data. This siloed activity did not meet the needs of the areas under review, the administrative areas utilizing the data to inform decisions, nor did it fulfill the actual intent of program review.

In June 2024, the Academic Deans and VP of Institutional Planning, Research and Effectiveness attended the HLC Academic Review Workshop in Chicago. During this two-day, immersive session, a draft document of the program review process was refined to create the current Academic Program/Area Review (APAR) in place, which includes a three-year cycle for comprehensive review with interim annual progress reports. After completion of area/program review submissions, additional stakeholders such as the Program Review and Academic Standards/Curriculum committees review and discuss the data for additional feedback prior to reaching the Academic Deans, for the development of a final action plan. The data is then incorporated into the college's budget planning process for the following FY.

During fall in-service week, faculty, whose programs/areas are scheduled for comprehensive review, are provided on-boarding training – How to Program Review – to discuss the submission expectations and timelines. NMJC recently transitioned to the use of the Nuventive digital platform to document, analyze, store, and disseminate program review submissions and associated data. Nuventive provides a centralized location to enter

program review data and narratives. The platform also compiles standardized reports.

During the fall semester, faculty in areas under review meet and discuss the data, the report template is completed, and a report is compiled. The reports are then reviewed by the Program Review Committee. This committee is responsible for analyzing the annual APARs and providing programmatic recommendations to the appropriate Instructional Dean regarding the allocation of financial, instructional, and personnel resources. The committee also makes strategic recommendations for programs under review, considering institutional goals, existing and planned programs, and available resources. Additionally, the committee prepares and disseminates meeting minutes to ensure transparency and effective communication.

During the FY25 APAR process, the Public Safety program identified the need for updated simulators in both the Public Safety Telecommunicators and the Basic Police Officer Training Academies. This documented need supported by enrollment, completion, and waitlist numbers resulted in the purchase of updated simulators through Equipment Replacement and Renewal (ER&R) funds. Likewise, the Agriculture APAR documented a substantial increase in student enrollment. This coupled with the Agriculture Advisory Board's support for expansion led to the development of a three-phase construction plan for an Agriculture District. The Communication APAR highlighted the lack of expected results from implementing the ALP corequisite model for gateway English courses. As a result, the English faculty are participating in the CORECHO2 program to re-envision the college's corequisite model to improve student access, success, retention, and completion.

During FY26, Math, Communication, Agriculture, Automotive, and Public Safety completed their Annual Progress Reports to provide follow-up on the action plans detailed in the Comprehensive Reviews completed in FY25. Science, Social and Behavioral Science, Computer Information Systems, Business/Accounting, Entertainment and Music Technology, Creative and Fine Arts, and Welding completed their comprehensive APARs in FY26.

Sources

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- Comprehensive Program Review Report_Agriculture Programs
- Comprehensive Program Review_Communications_ALP
- Comprehensive Program Review_Public Safety
- CORECHO 2 Project_NMJC
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- NMJC Academic Program Review Guidelines August 2025
- NMJC_Academic_Program_Review_Program Cycles
- Prior Academic Program Review Process Pre_2024
- Program Review Annual Monitoring_Agriculture
- Program Review Annual Monitoring_Area I Communications
- Program Review Annual Monitoring_Area II Mathematics
- Program Review Annual Monitoring_Automotive
- Program Review Annual Monitoring_Public Safety
- Program Review Committee Charges and Member Composition
- Program Review Meeting Minutes
- Business-Accounting Comprehensive Program Review
- CIS Comprehensive Program Review

- ENMT - Comprehensive Program Review
- Natural Sciences (Area III) Comprehensive Program Review
- Social & Behavioral Sciences (Area IV) Comprehensive Program Review
- Welding - Comprehensive Program Review

3.G. Student Success Outcomes

The institution's student success outcomes demonstrate continuous improvement, taking into account the student populations it serves and benchmarks that reference peer institutions.

Argument

NMJC's recent student success performance reflects the combined influence of its diverse student demographics, regional economic conditions, and significant institutional disruptions experienced during the HLC baseline period. The college serves a predominantly Hispanic, majority first-generation student population within the Permian Basin, a region where high-paying oil and gas employment frequently competes with educational attainment. These economic pressures, coupled with pandemic-related instructional disruptions and substantial leadership turnover, contributed to fluctuating retention and completion outcomes. Despite these challenges, NMJC has established clear goals to improve first-year retention, graduation, and long-term completion and transfer rates by 5%, supported by comprehensive student success initiatives. These include expanded wraparound services, enhanced academic advising through a case-management model, strengthened mental health resources, diversified instructional modalities, and targeted workforce and adult education programs. Critical institutional divisions—Student Services, Instruction, Outreach and Engagement, and IRPE—collaborate to advance these efforts through coordinated advising, early alert systems, professional development, data-informed planning, and community engagement. The institution has further aligned its Academic Master Plan with strategic objectives, identifying measurable action items focused on course optimization, pathway development, ESL support, student placement, and faculty development. Progress is monitored through predictive analytics, LMS-integrated early alert tools, and campus-wide assessment platforms such as Nuventive and Tableau. While NMJC has demonstrated notable improvements across key student success indicators, sustaining these gains will require careful navigation of economic fluctuations, demographic needs, and continued leadership transitions.

NMJC maintains a comprehensive system for tracking and reporting student success outcomes, with particular emphasis on retention, persistence, and completion rates. The college reports retention cohort data annually through the IPEDS reporting methodology, ensuring consistency and comparability with national standards. This institutional data is publicly accessible through the College's Institutional Effectiveness webpage, where stakeholders can review summarized retention and graduation rate reports. The information serves as a critical resource for institutional analysis, enabling the College to assess student progression patterns and identify opportunities for improvement. By making this data readily available, NMJC demonstrates its commitment to transparency and accountability in measuring student success across all academic programs.

The Student Success Committee is responsible for developing a comprehensive Strategic Enrollment Management (SEM) plan that encompasses recruitment, student success, completion, graduation, and retention. This process involves identifying key metrics,

evaluating current enrollment, success, and retention trends at NMJC, setting measurable goals and strategies, and annually assessing and refining these objectives. The committee also develops strategies for implementing the SEM plan and ensures alignment with the strategic plan with coordination of various campus stakeholders, including faculty, advisors, recruiters, marketing teams, and student groups. Additionally, the committee prepares and distributes an annual report detailing goals and progress to the campus community, while also maintaining and disseminating meeting minutes to the President, Vice Presidents, and committee members to ensure transparency and accountability.

Having a Strategic Enrollment Management (SEM) plan provides significant benefits for NMJC by aligning enrollment strategies with the institution's mission, resources, and long-term goals. It helps stabilize and grow enrollment by proactively identifying and attracting target student populations, including non-traditional learners and underrepresented groups. By integrating academic advising, support services, and curriculum planning, the SEM plan also improves student retention and success. It encourages data-driven decision-making through the use of institutional research and analytics. Additionally, it ensures that resources such as budget, staffing, and academic offerings are aligned with enrollment priorities.

The SEM planning process fostered cross-campus collaboration by bringing together departments like academics, student affairs, admissions, and financial aid into a unified strategy. It also seeks to strengthen partnerships with local schools, employers, and community organizations to align programs with regional workforce needs. Importantly, the SEM plan supports equity and access by identifying and addressing barriers for underserved populations. Overall, it positions a community college to be more student-centered, responsive, and sustainable.

The 2025-2026 Strategic Enrollment Management plan outlined a comprehensive framework for addressing the institution's target populations, enrollment trends, workforce needs, and institutional goals for the academic year 2025-2026. This plan focuses on increasing enrollment, improving retention, aligning academic programs with regional workforce demands, and supporting student success through strategic initiatives and continuous evaluation. As an institution committed to accessibility and equity, NMJC ensures its programs and services remain responsive to the needs of its community. Enrollment data is closely monitored through IRPE using the Banner Student Information System (SIS) and the National Student Clearinghouse to identify trends and demographic shifts. Early Alert systems and the IRPE Office track student performance and support service utilization to ensure students receive timely assistance. Workforce needs are identified through engagement with advisory boards, analysis of labor market data, and ongoing communication with community stakeholders.

Enrollment Trends and Goals

NMJC has experienced steady enrollment growth in recent years and has set an ambitious goal of increasing overall enrollment by 2% annually. This target is supported by data-driven strategies and targeted outreach efforts. Recent enrollment trends reveal notable growth in key areas, including an increase in Hispanic student representation, reflecting the institution's commitment to serving its diverse community.

Dual credit enrollment has emerged as a vital area of focus, with NMJC seeking to expand

its partnerships with local high schools to provide greater opportunities for high school students to earn college credit. Additionally, there has been a significant rise in first-time freshmen enrollment and out-of-state students, particularly from Texas. These trends align with NMJC's broader enrollment objectives and demonstrate the success of its recruitment strategies.

Strategies for Achieving Enrollment Targets

NMJC employs a range of strategies to enhance enrollment and improve student outcomes. Targeted recruitment campaigns have proven highly effective, resulting in an 11% increase in out-of-state enrollment and a 23% rise in first-time freshmen enrollment. To improve retention rates, the institution has implemented mandatory advising, which has been particularly beneficial for first-time freshmen and Career and Technical Education (CTE) students.

Wraparound services, including tutoring, mental health counseling, and technology lending, have been expanded, leading to increased student satisfaction and greater utilization of resources. Looking ahead, NMJC plans to strengthen community partnerships and expand scholarship opportunities to attract and retain a wider pool of students.

Supporting Students After Enrollment

NMJC is committed to supporting students throughout their academic journey by providing personalized assistance and fostering a supportive campus environment. Academic Success Coaches monitor student progress using Early Alert systems and provide individualized support to ensure students stay on track. Wraparound services, including tutoring, mental health counseling, and access to technology, address barriers to success and contribute to a positive student experience.

Faculty collaboration is a key component of NMJC's support strategy. Faculty members play an active role in identifying at-risk students and ensuring timely interventions through communication with Student Success staff.

Retention: Progress and Challenges

NMJC has made significant strides in improving retention rates, though challenges remain. Current retention rates show that 80% of full-time freshmen persist from the first to the second semester, while 63% persist to the second year. Tools such as DropOut Detective and Degree Works are utilized to monitor student engagement and academic progress, enabling early interventions for those at risk of leaving the institution.

Despite these successes, barriers such as financial hardship, family responsibilities, and housing insecurity continue to impact retention, particularly among part-time and non-traditional students. Academic under-preparedness and language barriers also present challenges, especially for Hispanic and international students.

Evaluation and Adaptation of Retention Strategies

Retention strategies at NMJC are continuously evaluated and refined based on data and feedback. Retention data is reviewed each semester and annually by the IRPE Office, with findings shared with the Student Success Committee. This process informs decisions on

resource allocation and updates to the Strategic Enrollment Management Plan.

Recent adaptations include expanding wraparound services to include a health clinic and multilingual support, refining the early alert system to increase faculty engagement, and adopting proactive outreach methods by Academic Success Coaches. These changes are guided by retention trends, student usage data, and input from advisory boards.

Transfer Pathways and Employment Success

NMJC has established systems to facilitate student transfers and improve employment outcomes. Articulation agreements with universities streamline the transfer process, while joint advising sessions and transfer fairs help students plan their next steps. Degree Works plays a critical role in tracking academic progress and ensuring students remain on track for transfer.

To support workforce readiness, NMJC provides career services such as resume assistance, job search tools, and annual career fairs. Programs are aligned with regional job demands, though challenges such as skill alignment and transportation barriers persist. Continued coordination with employers and receiving institutions is essential to improving both transfer and employment outcomes.

Enrollment Management Success Initiatives

Through a targeted series of active recruitment, student support, and targeted enrollment efforts in conjunction with a newly developed Strategic Enrollment Management plan, the college has shown evidence of Fall-to-Fall enrollment increases, even with a need for higher education to stabilize post-pandemic. Institutional research tracking from Fall 2020 – Fall 2024 enrollment headcounts have shown a 13.3% increase (1975 students to 2238). In a nationwide trend of college “enrollment cliffs”, NMJC stands poised to maintain and incrementally grow its student population.

NMJC has made great strides toward providing a data collection system sufficient to identify students at risk of discontinuing coursework for example. NMJC recognizes the downward enrollment trend in higher education institutions as well as the importance of supporting our students to success. As such, the college has implemented a more enhanced data collection system to include more robust analytics through Learning Management Systems (LMS) to enable faculty to play a more aggressive role in the retention, persistence, and completion efforts.

The software, Dropout Detective, provides a risk index based on the pattern of student engagement in class. Notification alerts are sent to instructors, Student Success staff, and other personnel with a legitimate educational interest in the student. Faculty and staff interacting with students have the opportunity to include notes or alerts. The Student Success team reviews early alerts daily to identify students deemed to be “at-risk” or falling behind. They contact the students, provide aid, and follow-up to ensure the students take advantage of the resources offered on campus. A dedicated office for Institutional Research, Planning, and Effectiveness is fully staffed.

NMJC continues to strategically commit resources in order to support student success through to completion. The number of associate degrees and certificates awarded at NMJC shows that the number of students maintained during the Covid-19 academic years

(2019-2020, 2020-2021, 2021-2022) at an average of 346 students. Student completions overarchingingly increased to the highest number of completers in 2024 with 387.

Within that, the percentage of Hispanic students completing a certificate has increased from 10% of total completers in 2017-2018 to 19% in 2022-2023. The percentage of Hispanic students receiving associate degrees has fluctuated between 30% and 36% of total graduates. The percentage of white students graduating each year has fluctuated between 20% and 39%, and the percentage of Black student completers varied between 7% and 9% of total graduates. The completion rate for males is higher than seven years ago, increasing from 40% in 2017-2018 to a high of 45% in 2022-2023.

A contributing factor to the overall rise in graduation rates is a change that now requires all incoming freshmen students to meet with an Academic Success Coach prior to registration for classes. Academic Success Coaches discuss career goals, assist the student in developing an academic plan, and recommend appropriate courses that work best for the student's schedule. Students nearing completion are contacted directly and encouraged to apply for graduation.

Community College Survey of Student Engagement

The Community College Survey of Student Engagement (CCSSE) aims to assess and improve the quality of community college education by measuring student engagement. It helps institutions identify areas where they can enhance their programs and services to support student learning and retention. NMJC supports the usage of this assessment as a data-driven tool to meet the institutional mission of ***success through learning*** and has been a consistent distributor of the CCSSE instrument (2010, 2013, 2022, and 2025). CCSSE data helps to inform decisions on retention, persistence, completions, and professional development (as noted in Core Component 3.C).

The 2022 CCSSE survey results showed the highest aspects of student engagement to be in the benchmarked areas of Student Effort (three items), Academic Challenge (one item), and Support for Learners (one item). The average percentage for the surveyed items was markedly higher than comparable two-year institutions in the CCSSE cohort. The results showed that NMJC is successful in encouraging student engagement efforts in terms of academic and career support. Students are also challenged to meet the institutional learning outcomes of communication, and critical thinking and problem solving by consistent engagement in written papers and/or reports. The 2022 survey results showed the lowest aspects of student engagement being found in student effort (three items), active and collaborative learning (one item) and academic challenge (one item).

The average percentage of surveyed items revealed a significant difference when compared to the corresponding cohort surveyed previously. As outlined in Core Components 3.C and 3.D, New Mexico Junior College (NMJC) undertook a multi-year Quality Initiative (QI) project aimed at enhancing student engagement outcomes through improved faculty practices and classroom strategies.

As NMJC serves a significant portion of part-time students, the data shows that the institution is also providing a comparable level of student satisfaction to this demographic in addition to full-time students. It is of note the positive differential of at least 3 points in the areas of Active and Collaborative Learning, Student Effort, and Support for Learners as

compared to the benchmarked Small Colleges cohort.

The college understands that there is always room for improvement, therefore a consistent distribution of the CCSSE to gauge student perspectives on engagement and analysis of results and best practices allows for a foundational continuous improvement process. NMJC recently distributed the 2025 CCSSE survey and plans to review the reported results for future goal setting and support structures to promote student success.

Sources

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- NMHED Fall 2025 Census Enrollment Report
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- NMJC Career Services_Career Coach
- NMJC CCSSE 2022 Benchmarks and Key Findings
- NMJC Performance Analysis Census Enrollment Trends Fall 2015_2025
- NMJC_Degrees and Certs Awarded_AY 2020_2024
- Strategic Enrollment Management Plan 2024_2025
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- Student Success Committee Definitions and Rules
- QIRReportNewMexicoJuniorCollegeNM

Criterion 3 - Summary

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness in fulfilling its mission. The rigor and quality of each educational program is consistent regardless of modality, location or other differentiating factors.

Argument

NMJC demonstrates a clear and ongoing commitment to ensuring the quality, rigor, and effectiveness of its academic programs, learning environments, and support services. The college maintains well-defined learning goals and outcomes that align with program-level expectations, industry standards, and state and national accreditation requirements. Through structured curriculum oversight, systematic assessment processes, and regular program review, NMJC continuously evaluates its educational offerings to ensure they remain current, rigorous, and responsive to student and workforce needs. These processes are strengthened by faculty-driven assessment, integration of Institutional Learning Outcomes across all courses, and the use of tools such as Nuventive and ETS Proficiency Profile to track learning achievement and drive improvement.

NMJC supports its mission of ***promoting success through learning*** by providing robust resources that foster effective teaching and meaningful student engagement. Faculty and staff are well qualified and supported through comprehensive professional development programs, including the Leadership Institute, the Faculty Engagement Summit, and required training for online instruction. Teaching and learning are further enhanced by modernized facilities, technology-rich classrooms, expanded tutoring and mental health services, and individualized academic coaching. These resources are intentionally designed to meet the diverse needs of NMJC's student population and to create an environment conducive to high-quality instruction and student success.

The college's commitment to continuous improvement is evident in its data-informed decision-making, ongoing refinement of academic pathways, and proactive adoption of innovative practices such as corequisite models, AI-integrated instruction, and enhanced early-alert analytics. Regular program review cycles ensure that academic areas receive meaningful feedback and that recommendations translate to tangible improvements in curriculum, resources, and student supports. Through these integrated systems of quality assurance and strategic enhancement, NMJC demonstrates responsibility for the effectiveness of its academic programs and student services while fostering a culture dedicated to sustained institutional excellence and student achievement.

Sources

There are no sources.

4 - Sustainability: Institutional Effectiveness, Resources and Planning

The institution's resources, structures, policies, procedures and planning enable it to fulfill its mission, improve the quality of its educational programs, and respond to future challenges and opportunities.

4.A Effective Administrative Structures

The institution's administrative structures are effective and facilitate collaborative processes such as shared governance; data-informed decision making; and engagement with internal and external constituencies as appropriate.

Argument

New Mexico Junior College (NMJC) demonstrates a commitment to effective administrative structures that facilitate shared governance, data-informed decision-making, and meaningful engagement with internal and external stakeholders. These structures reflect collaboration, transparency, and a focus on achieving institutional goals in alignment with NMJC's mission and vision.

Shared Governance and Collaborative Processes

NMJC's shared governance model promotes collaboration and inclusivity through a network of committees and councils. These include the Board, Executive Cabinet, President's Council, Faculty Senate, Support Staff and Maintenance Council, and various standing committees.

NMJC Board

The NMJC Board plays a central role in the shared governance of the institution, providing effective oversight and strategic direction to ensure alignment with the college's mission and vision. Composed of seven locally elected members serving six-year terms, the Board operates through a structured framework designed to foster collaboration, transparency, and accountability. The Board holds monthly public meetings where members review reports from the administration, discuss policies, address financial and academic matters, and invite public comment, ensuring open communication with stakeholders. To enhance its oversight capabilities, the Board has established specialized standing committees, including Finance, Student Success, and Facilities, which meet three times annually to conduct in-depth reviews of critical areas and provide informed recommendations during public Board sessions. The Board also receives comprehensive budget briefings and institutional data analyses, such as environmental scans and enrollment trends, to guide decision-making and ensure resource allocation aligns with institutional priorities. By virtue of the Board's standing committees, Board members actively engage with the President, Vice Presidents, and key

administrators, facilitating shared governance by incorporating insights from diverse stakeholders into their deliberations. By maintaining a transparent and collaborative approach, the Board ensures that institutional decisions reflect the collective interests of the college community and support NMJC's commitment to operational excellence and student success.

Committees and Councils

Standing Board Committees: The Board of Directors oversees specialized committees, including Finance, Student Success, and Facilities. Each committee is composed of three Board members, the college President, and at least one Vice President. These committees meet three times each fiscal year to gain insight into each area and present an overview of the committee discussions in public sessions for transparency and accountability.

Faculty and Staff Groups: Faculty Senate and the Support Staff and Maintenance Council ensure that faculty and staff voices are integrated into institutional decision-making processes. Faculty Senate, for example, provides input on academic policies, curriculum development, and faculty handbook updates. The Support Staff and Maintenance Council provide a forum for hourly wage staff to voice their concerns and offer suggestions for campus improvements. For example, the Support Staff and Maintenance Council was integral in the development of the college's Sick Leave Bank donation process (Employee Handbook Policy 10.3).

Advisory Boards: Career Technical Education (CTE) programs engage with external advisory boards composed of industry partners. These boards meet at least once per year to provide feedback on curriculum, training needs, and workforce alignment. These meetings are posted on the college's website on the Advisory Boards page to encourage participation and promote transparency.

Student Participation

Student involvement is integral to NMJC's governance. The Student Government Association (SGA) represents the student body, organizes events, and acts as a liaison between students, administration, and faculty. The SGA President is a member of the President's Council. Student representatives also serve as members on the Student Success Standing Committee. Student input is also gathered through surveys like the Noel Levitz Student Satisfaction Survey, the Community College Survey of Student Engagement (CCSSE), focus groups, and student organizations such as Phi Theta Kappa and Skills USA.

Leadership and Structure

Executive Leadership

As the chief executive officer, the president, who reports directly to the Board, works closely with administrative teams to provide strategic direction and operational oversight to fulfill the institution's mission, vision, and goals, ensure academic standards are maintained, and ensure that students, faculty, and staff have the necessary resources to succeed. Key leadership groups include:

The Executive Cabinet and President's Council are NMJC's highest leadership bodies and

play a critical new role in discussing new policies, changes to existing policies and procedures, initiatives, and other significant administrative actions. The Executive Cabinet, which meets at least once a month, is composed of the President and Vice Presidents of Instruction; Finance; Operation; Advancement; Institutional Research, Planning, and Effectiveness; Student Services, Workforce Development; and the Chief Information Officer, and Chief Legal Counsel/Community Liaison.

The President's Council is composed of the President, Vice Presidents, Academic/Non-Academic Deans, key administrators, and both faculty and student representatives, ensuring that decisions reflect the collective expertise and strategic direction of the institution. The Council meets monthly to discuss campus-specific, district-wide and legislative matters, facilitate communication across service areas, plan initiatives, and address issues of concern.

Organizational Structure

NMJC's administrative structure is divided into six units overseen by the President: Instruction, Student Services, Finance, Workforce Development, Operations and Special Projects, and Advancement along with the Western Heritage Museum, Campus Safety, and the New Horizons Foundation.

The college is currently in the process of implementing campus-wide use of Nuventive to systematically assess the relative strengths and potential opportunities encountered by each service area. By mapping key service area functions to established benchmarks and professional standards, the college is better able to determine which initiatives are having the desired effect and where additional resources may be needed.

At NMJC, faculty and teaching staff are organized into two instructional divisions: Arts and Sciences, and Career and Technical Education, each led by a dean who is supported by department chairs and program directors. NMJC emphasizes faculty involvement in decision-making processes to enhance communication, promote operational effectiveness, and ensure institutional efficiency. Faculty play a central role in guiding academic curriculum, establishing assessment outcomes, maintaining the relevance of educational programs, and monitoring pedagogical quality. This is achieved through a robust Academic Standards/Curriculum Committee review process and active participation in key committees such as Faculty and Staff Development, Student Learning Outcomes Assessment (SLOAC), and Student Success. Faculty representation in these areas ensures that academic perspectives are integral to high-level decision-making, with some faculty members serving in dual roles as instructors and leaders, including positions such as Assessment Coordinator and Faculty Senate officers. Through these formal structures and processes, NMJC fosters a collaborative environment where faculty, staff, and administration work together to advance the college's mission and strategic goals.

Data-Informed Planning and Decision Making

NMJC integrates data-informed planning and decision-making into its administrative processes to ensure that institutional decisions align with the best interests of its students, employees, and the broader community. The IRPE Office plays a pivotal role in this effort. Reporting directly to the President, the VPIRE oversees the collection, analysis, and dissemination of data across the institution. This data supports decision-making at both

governance and administrative levels, with reports made publicly available on NMJC's website. The Executive Cabinet and other leadership teams rely on these insights to benchmark progress and guide the college's strategic direction.

The Office of IRPE produces dashboards that track critical metrics such as enrollment, financial performance, student success, and satisfaction. By comparing current and historical data against internal and external benchmarks, these tools help identify trends, measure progress, and address areas of concern. This data-driven approach extends across NMJC's operations, enabling administrators to form partnerships, optimize resources, enhance student learning and success, and foster diversity. To support transparency and collaboration, the Office of IRPE works closely with the Office of Information Technology to streamline access to data and ensure its effective use across departments. The NMJC Factbook presents some of the available data of interest to the general public on the college's website.

NMJC employs a range of tools and processes to ensure that data informs institutional planning. Surveys such as Noel Levitz, CCSSE, and IPEDS provide insights into student outcomes, employee satisfaction, and financial performance. The college also utilizes a centralized data request form to manage requests for information, such as campus-wide surveys administered through SurveyPro, or approvals for Human Subjects research. This system not only improves efficiency but also maintains an educational record of data use. For example, NMJC's data-informed strategies include outreach efforts by student services and academic divisions to re-engage "stop out" students—those who are close to completing their degree or certificate but have not yet re-enrolled. These efforts aim to increase student retention and completion rates, directly supporting the college's mission.

Committees also play a vital role in NMJC's data-informed decision-making processes. Standing committees, such as the Academic Standards/Curriculum Committee, Campus Safety Committee, and Student Success Committee, include representatives from various departments and employee groups, ensuring diverse perspectives are considered. These committees provide essential input on institutional operations, including recruitment, program creation, budgeting, and emerging areas such as AI policy development. For example, data generated during program reviews, including enrollment and employment trends, is shared with stakeholders through advisory boards and the Program Review Committee to assess program viability, growth potential, and workforce alignment. The use of Nuventive, a campus-wide assessment system, has further enhanced cross-departmental collaboration and data accessibility while reducing reliance on paper-based processes.

NMJC's hiring practices also reflect its commitment to data-informed decision-making. The institution uses an applicant tracking system, NEOED, to facilitate talent searches and ensure consistency in the hiring process. Selection committees, often chaired by the hiring manager and composed of departmental and external representatives, review applications, conduct interviews, and make recommendations. These practices are standardized across campus with the support of Human Resources, which provides training materials to ensure transparency and adherence to best practices.

By embedding data-driven practices into its operational and strategic processes, NMJC supports shared governance and fosters accountability and continuous improvement. Whether through program review, strategic planning, or committee deliberations, data serves as the foundation for institutional effectiveness. These efforts ensure that NMJC

remains responsive to the needs of its students, employees, and regional community, advancing its mission of promoting success through learning.

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4.B Resource Base and Sustainability

The institution's financial and personnel resources effectively support its current operations. The institution's financial management balances short-term needs with long-term commitments and ensures its ongoing sustainability.

Argument

NMJC benefits from robust fiscal resources, primarily derived from local property taxes. The Legislative Finance Committee of New Mexico utilizes a base-plus funding formula, where the prior year's base budget is preserved, and only new funding is allocated through the formula. The funding formula is based on 12 metrics including the number of total certificates and degrees awarded, student credit hours delivered, and student retention. The state allocates appropriations for 29 colleges and universities. Nineteen percent of the New Mexico Junior College's operating budget is supported by New Mexico in the form of state appropriations. However, the college recognizes the volatile nature of these funding streams and has adopted a conservative budgeting model to mitigate risks. This approach has enabled NMJC to weather economic fluctuations, maintain strong reserves, and avoid drastic tuition increases. In AY2026, NMJC's tuition is the lowest in the state at \$40 per credit hour for in-district students.

The college operates within the Permian Basin, the nation's leading oil and gas production region, creating unique economic pressures that directly influence student participation and completion patterns. The volatility of the petroleum industry presents ongoing challenges to student retention and completion. With the average oil prices over \$75 per barrel from 2021-2024, the robust energy sector offers immediate employment opportunities that compete with the pursuit of higher education.

Revenue Streams

Oil production in Lea County has seen a remarkable sevenfold increase from FY 2010 when it was under 5 million barrels to FY 2024 when it is just shy of 35 million barrels. Natural gas production in Lea County has increased from under 20 million MCF in FY 2010 to over 120 million MCF in FY 2024 a six-fold increase over this time. This increase has significantly boosted the local economy and benefited the college. NMJC's monthly oil and gas revenue grew from under \$750K in FY 2010 to \$6.5M in FY 2024. Growth is attributed to higher production and rising oil and gas prices. NMJC's oil and gas equipment revenue grew nine-fold from \$2M in FY 2010 to \$18M in FY 2024, driven by increased production in Lea County.

The September 2025 Oil and Gas Report reflects the final month of revenue for FY 25. In September 2025, the college received \$5,822,163 in Oil and Gas revenue for the month of June 2025. The months July 2024 through June 2025 reflect the monthly budgeted accrual of \$983,333. Total Oil and Gas Production and Equipment tax revenue through FY 25 was \$88,321,983. In comparison to this same time last year, Oil and Gas Production revenue is down \$5,624,497 and Oil and Gas Equipment revenue is down \$2,642,091. Prior to FY 20,

the college was receiving approximately \$2 million in Oil and Gas Equipment Tax annually. Equipment Tax revenue increased to \$3.9 million in FY 20, \$4.9 million in FY 21, \$3.9 million in FY 22, \$10.3 million in FY 23, and \$18 million in FY 24. In FY 25, the college received \$15,353,102 in Oil and Gas Equipment Tax revenue. The Vice President for Finance calculates budgets using a conservative monthly oil revenue estimate of \$983,333, minimizing reliance on this revenue stream.

NMJC has experienced substantial growth in property tax revenue, rising from \$5 million in FY 2010 to \$17 million in FY 2024. This increase is primarily driven by higher property valuations and an increase in population. The region's population growth has spurred demand for both residential and commercial properties, further boosting the tax base. Unlike the volatility seen in oil revenues, property tax income provides a stable and consistent financial support for NMJC's operations. This reliable revenue stream has helped reduce the college's reliance on more unpredictable funding sources, ensuring greater financial stability. Moving forward, while the growth in property tax revenue offers important support, NMJC should continue to monitor trends and seek to diversify its revenue sources for long-term resilience. NMJC's annual mill levy revenue has grown from under \$20M in FY 2010 to nearly \$80M in FY 2024, driven by increased oil and gas production, rising property values, and economic expansion. The mill levy revenue growth strengthens NMJC's finances, supporting long-term success and reducing dependency on fluctuating sources.

Fiscal Management

NMJC employs prudent fiscal management to ensure financial sustainability, balancing short-term needs with long-term commitments. The institution has implemented a budgeting process that reduces dependency on volatile oil and gas revenues, a major funding source.

The Vice President of Finance provides an annual budget workshop and final budget presentation to the Board, which includes detailed tracking of oil and gas production and conservative income projections. This proactive approach enables NMJC to maintain stable operations even during economic fluctuations. Unlike other institutions in New Mexico facing budget cuts, NMJC is positioned to sustain "business as usual" operations and pursue strategic growth.

In an effort to prepare for an economic downturn, in May 2025 the NMJC Board of Directors approved Resolution 2025-002 Creating the NMJC Educational Success Endowment Fund. The purpose of the resolution was the creation of a permanent restricted endowment fund in preparation for future decreases in oil and gas revenue. By continuing to invest in the endowment, NMJC could potentially become self-sufficient. The initial fund investment was \$50 million. In July 2025, NMJC presented the Educational Success Endowment Fund to the New Mexico Higher Education Department's Capital Outlay Hearing. NMHED's response was overwhelmingly positive and highlighted NMJC's fiscal stewardship as a model for other institutions of higher education to follow (See further discussion in Core Component 4.C).

Balanced Budgets and Fiscal Responsibility

NMJC consistently develops balanced budgets, grows institutional reserves, and maintains fiscal responsibility. Quarterly financial action statements, mandated by the NMHED, are presented by the Vice President of Finance, and approved by the Board. These statements highlight any potential financial risks, ensuring transparency and accountability.

The institution has fulfilled all financial obligations, including payroll and vendor payments, as evidenced by documents such as the [Q2 FY25 financial action report](#). Independent annual audits regularly affirm NMJC's financial integrity, with the college consistently receiving unqualified audit opinions.

Resource Allocation

NMJC's mission statement, "*As a comprehensive community college, we **promote success through learning***," highlights its commitment to providing diverse educational opportunities that foster student success. By offering a range of academic and vocational programs, NMJC ensures students gain the skills and knowledge needed to succeed academically, professionally, and personally.

NMJC's vision statement emphasizes achieving its mission through a focus on excellence, responsiveness, effectiveness, accessibility, and community involvement. By fostering an environment that prioritizes high standards of education, quick adaptation to student and community needs, and broad access to educational opportunities, NMJC strives to create a supportive and inclusive environment. The college's commitment to community engagement ensures it remains relevant and responsive to the evolving needs of its students and the region.

When reviewing NMJC's five-year average revenue streams, it becomes clear that the college has established a diverse financial base, with multiple sources of funding that support its operations and growth. State funding averages \$7.35 million annually, playing a crucial role in supporting day-to-day operations and salaries. However, it remains sensitive to fluctuations in the state budget. Tuition and fees contribute \$3.89 million, which also supports daily operations but is dependent on student enrollment numbers and can vary from year to year.

The largest revenue stream, oil and gas production, generates \$56.28 million, which supports both operations and capital projects. This source, however, is highly volatile and tied to fluctuations in oil prices. Oil and gas equipment revenue, at \$8.22 million, provides additional support for operations, offering a more stable financial resource. Mill levy property taxes, generating \$14.93 million, provide a reliable and steady funding source for operations, ensuring consistent revenue despite external factors.

Auxiliary enterprises, including housing, food services, and the bookstore, contribute \$2.63 million, enhancing the overall student experience. Interest income from investments totals \$3.93 million and supports both operational and capital needs.

Lastly, miscellaneous income, totaling \$496,842, comes from private grants and other sources, helping to further support operations. Together, these diverse revenue streams provide a strong financial foundation, with oil and gas production as the largest contributor. The variety in sources helps reduce reliance on any single revenue stream, mitigating financial risks and ensuring greater stability for the college's future.

NMJC prioritizes resource allocation to support its core mission of promoting student success. Despite state funding declines, the college increased spending on instruction and academic support. For FY25, the Instruction and General (I&G) budget, which includes Student Services, was set at \$36,753,196, which represents approximately 72% of the annual operating budget.

Human Capital

Staffing and Organizational Structure

In August 2025, the interim President reorganized the college into two divisions: Arts and Sciences and Career and Technical Education. This restructuring enhances departmental alignment and support services. NMJC employs 260 full-time and 87 part-time personnel.

Fifty-eight full-time faculty and 50 adjunct faculty instruct the college's 2,387 students, who are equally supported by a staff of 202 full-time and 37 part-time student services personnel, administrative teams, technical professionals, and custodial and maintenance staff.

Faculty and Staff Recruitment

NMJC emphasizes recruitment based on qualifications, experience, and commitment to inclusive excellence. The employee directory, updated regularly, lists all full-time staff and their credentials. Faculty and staff are equipped with specialized skills in management, finance, technology, and academic support to bolster the institution's mission.

To attract and retain high-quality personnel, NMJC offers competitive compensation, healthcare benefits through the NM Public School Authority, and retirement plans through the NM State Educational Retirement Board (ERB). In 2024, the Board increased the employer healthcare contribution to 80% for all full-time employees, further demonstrating its commitment to employee well-being.

Compensation

In FY23, NMJC partnered with Public Sector Personnel Consultants to conduct an employee classification and compensation study. The Executive Summary of the study results revealed employee pay ranges were below market levels, leading to the implementation of new pay tables with step increments and adjustments for internal equity. Faculty pay range entry and top-out values were below market for Bachelor's, Master's, and Doctoral levels. A new Faculty Pay Table was designed and implemented, with sensitivity to the local and regional market for Teachers, Professors, and Instructors. The resulting pay table allows for annual step increments for a portion of faculty salary adjustments. A new Non-Faculty Pay Table was designed and implemented using the available market data and interpretation of internal equity. On May 25, 2023, the NMJC Board of Trustees unanimously approved the 2023-2024 NMJC Operating Budget in the amount of \$42,045,939, which included a 6% salary increase to staff and faculty effective July 1, 2023, and the implementation of the compensation study. In addition, as a result of the compensation study, the Faculty Teaching Load and Overload Pay Structure policy manual was updated in August 2024 to reflect a 33% increase in overload and adjunct pay per contact hour. In April 2025, the Board approved a \$50,913,805 operating budget, which included a 4% state-mandated salary increase for employees and \$950,000 for renewals and replacements. Additionally, \$18,510,000 was allocated for capital projects, including non-recurring compensation paid to each employee of the college at the end of fall and spring semester totaling of \$1.4M.

In October 2025, the NMJC Board of Directors unanimously approved the transfer of funds from reserves in support of a new compensation study documenting the college's commitment to maintaining salaries and wages at or above current market levels by conducting a compensation study every three years.

Professional Development

The college demonstrates its commitment to lifelong learning and continuous improvement through substantial institutional support for professional development. The college maintains multiple funding streams—including NMJC Foundation-supported grants, Vice President for Instruction allocations, departmental resources, and a Board-approved \$100,000 FY26 professional development fund—to ensure faculty and staff have access to opportunities that enhance teaching effectiveness and student services. All employees also complete annual technology, safety, and compliance training through KnowBe4 and NeoGov. Complementing these efforts, the NMJC Leadership Institute advanced several initiatives aligned with the college's core values, including a comprehensive professional development framework, community engagement strategies, and expanded student and family support concepts. The Faculty and Staff Development Committee is currently refining a centralized professional development proposal for Executive Cabinet and Board consideration in the FY27 budget cycle, reinforcing NMJC's strategic commitment to employee development and institutional excellence.

Campus Culture

The [2017 NMJC Employee Survey](#), conducted by Ruffalo Noel Levitz, gathered anonymous feedback from 156 faculty and staff members over ten days in October. The survey, available in English and Spanish, assessed employee attitudes on the importance and satisfaction of various institutional activities using a five-point Likert scale. Results were presented in two parts: NMJC employee responses and comparisons to other colleges. Key findings from the survey include high importance ratings for promoting employee-student relationships, treating students as a priority, and meeting student needs, though satisfaction scores were lower, indicating gaps. Employees highlighted areas for improvement, such as communication, employee morale, and compensation, while also providing positive feedback on campus culture and work environment. Top institutional priorities identified were increasing new student enrollment, retaining current students to graduation, and improving academic programs. The survey also revealed that most respondents were full-time staff, with a majority working at NMJC for over five years. Open-ended responses emphasized the need for better communication, expanded program offerings, and a focus on student success. Overall, employees expressed pride in working at NMJC, with an overall satisfaction rating of 4.26, higher than the comparison group's average of 3.85.

In March 2026, NMJC plans to utilize The Great Colleges to Work for Survey. This comprehensive assessment tool evaluates and recognizes higher education institutions that excel in workplace practices and employee satisfaction. The survey provides systematic feedback on organizational culture, leadership effectiveness, and employee engagement across multiple dimensions, including compensation and benefits, professional development opportunities, work-life balance, confidence in senior leadership, collaborative governance, and respect for employees. This data will provide valuable insights into our institutional strengths and opportunities for growth.

Physical Resources

Campus Infrastructure

NMJC occupies 243 acres. The college's [702,226-square-foot campus](#), established in 1965,

is a public trust maintained through dedicated property and oil and gas tax revenues. The campus includes 388,883 square feet of instruction and general space and over 50,000 square feet of workforce development space.

The Campus Master Plan guides the maintenance and expansion of facilities, ensuring they remain efficient and environmentally sustainable. NMJC is the only public college in New Mexico that does not have a backlog of building repair and replacement projects; recent renovations include Heidel Hall, McLean Hall, and Watson Hall. In July 2025, NMJC opened a 25,000-square-foot Industrial Training Center for CTE programs. In September 2025, planning began on the next iteration of the Campus Master Plan. In March 2025, the NMJC Board of Directors approved a Memorandum of Agreement with Lea County to fund the purchase of the building and grounds of the former Lea Regional Hospital. The college is currently under contract to purchase the property, and as of October 2025, is in the due diligence phase of the potential purchase. After the demolition of the hospital building, the purchase of this property will add 24.297 acres and potentially 50,637 square feet of usable building space to the NMJC campus complex.

Containing Construction Costs

NMJC has implemented effective construction cost containment strategies, resulting in projects being delivered on budget and on schedule. These efforts have been recognized by the New Mexico Legislative Finance Committee (pp. 15-16). For the Heidel Hall renovation project, NMJC reduced demolition costs by 72%, saving \$205,000, by carefully reviewing bids and engaging local contractors. The total renovation cost is projected at \$26 million, or \$668 per square foot, which is nearly 5% lower than a comparable project by a peer institution in New Mexico. NMJC's Industrial Training Center, a 24,960-square-foot vocational training facility, demonstrates further cost efficiency with a projected cost of \$21 million, or \$841 per square foot—24.4% below the statewide average of \$1,113 per square foot for higher education projects using the Construction Manager at Risk (CMAR) method in 2024. NMJC's success is attributed to rigorous bid verification, requiring 80% project design completion before bidding, and its strong in-house construction expertise. Additionally, NMJC's policy of avoiding change orders has contributed to project stability, with the Industrial Training Center reaching 90 percent completion without a single change order.

Environmental Sustainability Initiatives

The college maintains approval from the New Mexico Environment Department as a registered recycling facility (Registration No. 0413167R) through May 2028. This registration certifies that NMJC operates in accordance with the New Mexico Solid Waste Rules (NMAC 20.9.2-20.9.10). These rules govern the handling of solid waste, including its transportation, storage, transfer, processing, recycling, composting, and disposal.

NMJC also collaborates with Xcel Energy to reduce its carbon footprint. This partnership has led to energy-efficient lighting, chillers, and a central plant system that reduces electrical costs by 45%. NMJC is aligned with Xcel Energy's vision for a net-zero carbon future. In developing its next Campus Master Plan, the college is exploring the addition of passive solar energy collection as well as the possible implementation of intentional recycling efforts based on the Leadership Institute's recycling workgroup's recommendations to enhance its sustainability efforts.

The New Mexico Junior College Sustainability and Recycling Program manual details a comprehensive plan for environmental stewardship on campus. The program is structured around five guiding pillars, which align with the college's core values of responsiveness, access, community, effectiveness, and excellence. The intent of the program is to drastically reduce NMJC's carbon footprint by embracing the mantra of reduce, reuse, and recycle. Specific initiatives include retrofitting lighting with LEDs, implementing digital solutions to reduce paper waste, and strategic reuse of materials such as harvested trees and single-sided paper. The proposed program also includes opportunities to expand the campus' efforts to become a leader in sustainability with concepts such as establishing an anaerobic digestion facility to convert organic waste into biofuel, with the ultimate goal of achieving carbon neutrality and setting the standard for other institutions.

Technology Resources

NMJC has a strong IT infrastructure to support student learning and college operations. The campus Information Technology Department (IT) is responsible for developing and maintaining the college's technology systems. The college allocates sufficient funds each year to maintain and upgrade campus IT hardware and software.

After a 2017 ransomware attack on the college's IT infrastructure, resulting in a loss of data on 75% of the college's computer assets, NMJC and its employees are acutely aware of the need for data security. Each year, all campus employees are required to complete technology security training via KnowBe4, covering subjects like *AI and Sensitive Info Don't Mix* and *2025 Social Engineering Red Flags*.

IT Infrastructure

NMJC's Information Technology (IT) Department supports learning and operations through robust and secure systems. The campus is equipped with high-speed wired and wireless internet, 65 smart classrooms, 20 computer labs, and 600 workstations. A centralized data center manages 120 servers running Windows and Linux server software with on-site and cloud backups.

Cybersecurity and Data Management

NMJC employs advanced cybersecurity measures through its Security Operations Center (SOC), including firewalls, intrusion detection systems, and multi-factor authentication, ensuring compliance with FERPA, GLBA, and other regulations. Encrypted centralized database systems manage student, faculty, and staff data, whether it pertains to enrollment, grades, financial aid, payroll, and more.

Learning and Collaboration Tools

The Canvas Learning Management System facilitates in-person, hybrid, and online courses, while Microsoft 365 enhances collaboration among students, faculty, and staff. The T-Bird WebPortal provides single sign-on access to email, course materials, and mental health services through Timely Care. In addition, numerous apps and learning tool integrations (LTIs) are managed by the Canvas LMS Administrator in conjunction with the Office of Information Technology. The IT Helpdesk manages service requests through a ticketing system, ensuring timely support.

Strategic IT Planning

A 2025 [I360 Technology Assessment](#) praised NMJC's IT team for its efficiency, collaboration, and responsiveness. The inclusion of the Chief Information Officer (CIO) in the President's Cabinet has improved technology planning and alignment with institutional goals. Likewise, the Instructional Technology Planning Committee, along with the AI Committee assist in guiding the campus and its technology policies and usage.

NMJC demonstrates a strong commitment to sustainability through effective fiscal management, investment in human capital, and maintenance of physical and technological infrastructure. These efforts ensure that the college remains well-positioned to support its mission of student success and academic excellence, even in the face of economic and operational challenges.

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4.C Planning for Quality Improvement

The institution engages in systematic strategic planning for quality improvement. It relies on data, integrating its insights from enrollment forecasts, financial capacity, student learning assessment, institutional operations and the external environment.

Argument

NMJC demonstrates a robust commitment to systematic and integrated planning, ensuring continuous improvement in alignment with its mission and institutional goals. The college effectively integrates its strategic planning efforts with data-supported insights, linking resource allocation, student learning assessment, operational evaluation, and strategic initiatives. This approach enables NMJC to proactively adapt to changing circumstances while ensuring its educational offerings, operations, and services meet the evolving needs of the communities it serves.

To achieve this, NMJC engages in systematic planning through a comprehensive set of guiding frameworks, including its Strategic Plan, Campus Master Plan, Academic Master Plan, Strategic Enrollment Management Plan, and Annual Budget Process. These planning mechanisms are designed to work in harmony, ensuring that institutional resources and actions are strategically aligned to support the college's long-term objectives. The planning processes are participatory and inclusive, incorporating input from a wide range of internal and external stakeholders, such as community leaders, faculty, staff, and students.

NMJC relies on a variety of data sources to inform its planning and decision-making processes. Key sources include:

- Regular program reviews
- Executive Cabinet and President's Council meetings
- Institutional plans, such as the Campus Master Plan and Academic Master Plan
- External data sources, such as regional, state, and national trends, economic impact studies, and Advisory Board feedback
- Results from the Noel-Levitz Survey of Student Satisfaction
- Feedback from the Community College Survey of Student Engagement (CCSSE)
- Detailed student outcome data, analyzed at the institutional, area/program, and course levels

This wealth of data is synthesized and integrated through a variety of institutional processes and communication platforms, such as:

- Meetings of the President's Executive Cabinet
- Standing Committee meetings
- Leadership Institute
- Faculty Senate meetings
- Regular in-service meetings for all faculty and staff, conducted each semester
- The college's official website, which serves as a repository for institutional updates and plans

Through these systematic and integrated planning efforts, NMJC ensures that its strategic initiatives are data-informed, mission-driven, and responsive to the needs of its stakeholders. This approach exemplifies the institution's dedication to continuous improvement.

Strategic Plan

NMJC engages in regular, comprehensive strategic planning. The strategic planning process generally takes place every five years, with the end result being a written plan that serves to guide strategic and operational activities for the ensuing period. Unlike previous plans, which covered five years, the 2010 Strategic Plan was developed for six years so that the college could go through the HLC accreditation process and subsequent leadership transition to the college's 6th President. The current iteration of NMJC's strategic plan was initially implemented from 2017-2022, with a Board-approved extension under the 7th college president's leadership through June 30, 2026, to complete the HLC re-accreditation process and allow for further institutional research assessment of the strategic plan's pillars.

The development process for the current strategic plan is indicative of the institution's values regarding shared governance. The first organized activity of this process in 2017 involved a formal review of the college's mission and vision. All NMJC staff and faculty were surveyed for their views and thoughts about the current mission and vision statements. In addition, electronic surveys were presented to current NMJC students as well as NMJC community supporters (as identified by the NMJC Foundation and using electronic mailing lists of community leaders throughout Lea County).

The surveys suggested strong support for the long-standing expression of the mission and vision. These results were reported to the NMJC Board for discussion. Following a public discussion of the information, the NMJC Board formally voted to support the current language of the college's mission and vision. Originally adopted in 2005 by the NMJC Board, the current mission and vision statements have undergone periodic reviews (2009, 2017, 2022, 2024) as part of the strategic planning process.

Initial strategic planning conversations began with the executive team and expanded to a working session for campus managers. Following those conversations, a survey was sent to campus managers asking for their detailed thoughts on several issues that had been identified in the early conversations. These topics included efficiency and effectiveness, enrollment, student success, academic quality, resource management, community education and workforce training, and language acquisition.

The conversations then moved to open sessions for faculty and staff. All faculty and staff were invited to a series of meetings where they could voice their thoughts on these issues as well as their own priorities. Two separate, open sessions were held for staff and two for members of the faculty. A number of conversations were conducted with community leaders throughout Lea County. The NMJC Board engaged in conversation during regular meetings when progress on the plan was reported.

Planning staff then worked to collect the varied feedback and suggestions (June 2017 meeting minutes) into a working draft of a new strategic plan. The final draft of the plan was sent to the college president and members of the executive team for review and comment prior to presenting the plan for review and adoption by the Board at their July 2017 meeting.

In May 2024, the Board approved an extension of the strategic plan through June 30, 2026, citing that the plan should provide the institution with guidance on short and long-term decisions and ensure decisions and operations are in line with the institution's mission and vision. The Vice President of Institutional Research, Planning, and Effectiveness reported that the college has a remarkable amount of data to support the strategic plan but noted challenges in communicating and understanding the data.

The current strategic plan focuses on areas such as student success, academic quality, resource management, community education, and workforce training. Recent efforts to enhance data literacy and transparency include the adoption of tools like Nuventive and Tableau dashboards. These tools improve institutional planning, data dissemination, goal mapping, and the use of data across campus in an effort to appropriately and actively guide the College in future growth, address opportunities, decisions, and processes, shifts in the post-secondary landscape, and provide the ability to address long-range goals.

New Strategic Planning Process

In July 2025, planning for the 2026-2030 Strategic Plan began, led by the President, VP for IRE, and the VPSS. The committee's mission is to lead a collaborative, data-informed planning process that advances student success, institutional excellence, and community impact. The committee operates under the principles of shared governance, integrating input from internal and external stakeholders to create a comprehensive strategic roadmap.

The committee's membership reflects a broad spectrum of perspectives. Executive Leadership includes the President, who serves as Chair, alongside the VP of IRE, VPSS, and VPI. Academic representatives consist of Deans and faculty members, while Administrative Representatives include the VP of Finance and VP of Operations, as well as leaders from Human Resources and Information Technology. A student representative from the SGA ensures that the student voice is central to decision-making, while external stakeholders, such as a Board member and a business leader, bring community and industry perspectives to the table.

Strategic Planning Process

The strategic planning process was structured with five distinct phases, which were designed to build a comprehensive, evidence-based roadmap for NMJC's future:

Foundation and Preparation (Months 1–2, September–October 2025): During this phase, the committee was formed, members underwent orientation and training, and baseline assessments of institutional and external environments were conducted.

Stakeholder Engagement (Months 3–4, November–December 2025): This phase focused on outreach and engagement with faculty, staff, students, community leaders, employers, alumni, and educational partners. Insights were gathered through focus groups, surveys, and interviews to ensure the plan is informed by diverse perspectives.

Strategic Framework Development (Months 5–6, January–February 2026): The committee identified strategic priorities, refined NMJC's mission, vision, and values, established goals, and assessed resource requirements.

Plan Development and Validation (Months 7–8, March–April 2026): A draft strategic plan will

be prepared, incorporating feedback from internal and external stakeholders. The document will be revised and finalized in preparation for approval.

Approval and Launch (Month 9, May 2026): The strategic plan will be presented to the Board for final approval. Following this, the plan will be publicly launched, and implementation efforts will begin.

Key Activities

The committee's activities are designed to foster transparency, inclusivity, and data-informed decision-making.

Stakeholder Engagement: The committee ensures broad engagement through focus groups, surveys, and interviews with faculty, staff, students, community leaders, and employers. This input helps shape a strategic plan that reflects institutional priorities and regional demands.

Data and Environmental Analysis: The planning process is grounded in detailed internal and external assessments. These include evaluations of enrollment trends, retention and completion rates, financial performance, workforce needs, and regional economic and demographic trends.

Strategic Framework Development: Using stakeholder input and data, the committee conducts a SWOT analysis, refines NMJC's mission and vision statements, and develops strategic priorities and SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals with success metrics.

Implementation Planning: A detailed implementation framework will be developed, outlining action plans, timelines, accountability measures, and resource requirements.

The Strategic Planning Committee Charter and Implementation Framework provides a structured, inclusive, and data-driven approach to developing NMJC's 2025–2030 Strategic Plan. By fostering shared governance, engaging stakeholders, and leveraging data, NMJC ensures the plan aligns with institutional priorities and regional needs, setting the stage for long-term success and excellence.

Campus Master Plan

The 2019 NMJC Campus Master Plan carries forward relevant information from the 2005 Facilities Master Plan, but makes a deliberate shift away from the concept of a dramatically expanded campus and shifts the attention to the core nucleus of the campus to maintain existing campus assets. The Campus Master Plan details current and future planning for maintaining and renovating space to ensure that buildings and facilities remain in top condition.

2019 Plan Development Process

At the outset of creation, the project team and key stakeholders drafted strategic goals to guide the strategic direction of the Campus Master Plan update and formed a framework for future development projects. The updated development goals focus on enhancing and maintaining existing campus assets, creating resilience, enhancing safety, enhancing the campus brand and wayfinding, creating flexible and adaptable campus facilities, and

encouraging collaboration with communities and business partners. These goals helped ensure that future projects are aligned with the campus strategic vision and implement this vision into the campus environment.

The first phase of work focused on an in-depth analysis of the existing campus conditions. This analysis included a facility and infrastructure assessment to determine the state of each structure and underlying infrastructure. Guided by the findings of the facilities assessment, the project team developed campus concepts and strategies to achieve the goals articulated at the outset. The campus concepts and findings were presented to a larger group of NMJC stakeholders during a workshop held in June 2019. The workshop was well-attended with active participation by key stakeholders who readily shared thoughts and suggestions. Input from this workshop further informed and guided the NMJC Campus Master Plan. The project team delivered a draft of the Master Plan in August 2019 and a final version in September 2019.

New Plan Development

In concert with the Strategic Planning process, NMJC began its development of a new Campus Master Plan in Fall 2025. Facilitated by Dekker Design, the development process for the new Campus Master Plan considered the parallel Strategic Planning process. With an eye toward the future and desired growth, assessment of current facilities was conducted in conjunction with stakeholder workshops, where S.W.O.T. analyses as well as an examination of the previous Campus Master Plan goals were conducted. The Campus Master Plan integrates with the Strategic Plan's areas of focus to support resource management as well as student success, enrollment growth, educational quality, community education, and workforce and professional training.

Academic Master Plan

In April 2023, the academic deans and the VPI embarked on the task of creating an inaugural Academic Master Plan for the college. The intent of this plan was to not only guide the academic unit but also to inform and support the development of the next college-wide Strategic Plan. The team developed a framework depicting the components of, inputs to, and outcomes resulting from instruction. This framework served as a communication catalyst for seventeen focus groups comprised of students, athletic coaches, local school districts, advising and student support staff, and community stakeholders held in the fall of 2023. The resulting Academic Master Plan describes the overarching goals and the instructional priorities of NMJC's academic unit for the next six years. It provides a framework for decision-making, prioritized action items, and resource allocation to support NMJC's mission. In July 2024, the Academic Master Plan was presented to the NMJC Board and approved for adoption through 2030. The Academic Master Plan integrates with the Strategic Plan's focus areas of supporting educational quality, student success, and enrollment growth.

Strategic Enrollment Management Plan

With guidance from the New Mexico Independent Community Colleges in spring 2022, the Student Success Committee developed a Strategic Enrollment Management Plan (2022-23) identifying barriers to enrollment, utilizing of resources to assist enrolled students' success, and providing support to promote the attainment of students' long-term academic and career

goals. Based on that foundational snapshot and additional guidance provided by NMHED, the Strategic Enrollment Management Plan (2023-24) was developed, identifying opportunities for growth in our dual credit, career and technical programs, and out-of-state students. Since then, the New Mexico Higher Education Department has issued continued guidance and directives for refinement each year.

For the 2024-25 academic year, the NMHED provided a template for institutions to use in the development of their plans. NMJC's Strategic Enrollment Management Plan (2024-25) projected a 2% enrollment increase and identified the implementation of Ellucian CRM Recruit as an initiative to impact enrollment and retention through enhanced communication with prospective and current students. Similarly, culturally responsive recruitment techniques were highlighted, such as the development of bilingual materials and the onboarding of bilingual recruiters to engage the region's predominantly Hispanic community.

A template was again for the 2025-26 academic year. NMJC's Strategic Enrollment Management Plan (2025-26) emphasized targeted recruitment campaigns using geo-fencing, social media, and direct mail to recruit students from the college's expanded 300-mile radius. As a result, out-of-state enrollment increased, particularly among Texas residents, with an 11% rise from 2024 to 2025. Additionally, first-time freshman enrollment grew by over 23% from 2023-2025, and dual credit enrollment also increased. Also highlighted was mandatory advising with Academic Success Coaches. The college required all students to meet with advisors each semester to improve retention and completion. This strategy was implemented across all student cohorts, with advising holds placed on registration. This initiative led to improved retention rates, especially among first-time freshmen and career and technical education students, as fewer students dropped or withdrew mid-semester, and early-alert interventions increased. The Strategic Enrollment Management Plan integrates with the Strategic Plan by emphasizing student success and enrollment growth.

Program Review

The NMJC Program Review process, a collaborative event between instructional departments and administrators, is central to this process. Academic programs are reviewed comprehensively every three years, with annual monitoring reports to assess their strengths and areas for improvement. Assessment areas include student learning, enrollment, and physical or budgetary resource needs and are managed using the Nuventive software program. More extensive recommendations or requests identified in departments, such as faculty hires or significant equipment purchases, are evaluated and prioritized within the annual budgetary process. Annual reviews are conducted in the years between the comprehensive review for each program/area.

A direct connection between program review and budget allocation ensures that institutional resources are used effectively to address the more critical student needs. For example, as a result of the comprehensive review of the Agricultural programs, a scheduled rodeo arena expansion construction project timeline was shifted to include additional buildings and infrastructure to accommodate the growth of the programs and the need for more classroom, office, and horse stall space. Likewise, the comprehensive review of the Public Safety programs led to the replacement and upgrade of the firearms training and dispatch communications simulators through equipment replacement and renewal funding. The Program Review process supports the Strategic Plan by incorporating the data from

academic programs and multiple points of feedback into the budgetary process.

Fiscal Planning and Budgetary Process

NMJC has a well-developed process for determining the institution's annual budget. The budget process involves input and direction from various departments and representatives from throughout the institution.

NMJC annually completes and submits to the NMJC Board a summary of institutional budget requests, current operating summaries, financial forecasting and strategic budget priorities via a presentation as part of a Board Budget Work Session. The budgetary planning process is inclusive, involving input from various institutional levels. The Board plays a critical role in this process by annually reviewing NMJC's mission, vision, and strategic goals, which guide resource allocation decisions. This iterative approach ensures that NMJC's resources align with its continuing and evolving priorities.

In addition to the use of the Strategic Plan, NMJC allocates resources in alignment with its mission and priorities with the help of its Academic Master Plan, Strategic Enrollment Management Plan, Campus Master Plan, institutional Program Review process, and its assessment of student learning efforts. These inputs come from diverse internal stakeholders – faculty, staff, and administrators – ensuring that the institution's strategic objectives are comprehensive and aligned with its mission.

For FY25, strategic budget priorities centered around employee compensation (a 3% overall increase, adjunct and overload pay, strategic utilization of one-time non-recurring funding), campus safety, strategic enrollment, wraparound services, athletics, and strategic reserve reduction. An emphasis was made to focus the budget as it pertained to the current Strategic Plan and Campus Master Plan.

Upon adoption by the Board, the annual budget serves as the basic management plan for financial resources. Expenses are accounted for on an ongoing basis by each division and the Business Office. The process of accounting for and monitoring expenses involves several levels of fiscal control.

In May 2025, focusing excess fiscal resources towards long-term investments and sustainability efforts, the NMJC Board voted to create the NMJC Educational Success Endowment Fund. The Board determined that sound financial policy warranted the establishment of an endowment fund to stabilize the revenues available to NMJC in all phases of the oil and gas production cycle, and to provide an alternative source of revenue to support the operations of NMJC that is independent from the cyclical nature of oil and gas production in Lea County. The fund contains an initial institutional funding of \$50 million dollars and demonstrates a strong institutional commitment to sustain college operations and provide quality instruction external to the volatile local oil and gas economy.

NMJC utilizes a combination of established practices and emerging initiatives designed to bolster the college's sustainability through effective administrative structures, resource management, and integrated planning. Data-informed decision-making along with prudent financial management dovetail with systematic planning efforts to drive continuous improvement.

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Criterion 4 - Summary

The institution's resources, structures, policies, procedures and planning enable it to fulfill its mission, improve the quality of its educational programs, and respond to future challenges and opportunities.

Argument

NMJC demonstrates its commitment to sustainability through effective governance, sound resource management, and integrated planning. These practices support the mission, strengthen educational quality, and position the institution to meet future needs. Governance and planning processes emphasize collaboration, transparency, and data-informed decision-making, ensuring responsiveness to students, employees, and the community.

Administrative structures promote inclusive participation through shared governance involving the Board, Executive Cabinet, President's Council, Faculty Senate, advisory boards, and standing committees. The Board provides strategic oversight through public meetings and regular budget reviews, while faculty, staff, and students contribute to academic and operational decisions through representative councils and the SGA.

NMJC maintains a diverse resource base supported by property taxes, oil and gas revenues, state appropriations, tuition, and auxiliary enterprises. Conservative budgeting mitigates revenue fluctuations, and the \$50 million Educational Success Endowment enhances long-term financial stability. Resource allocation prioritizes instruction, student services, and capital improvements, including employee compensation, facility upgrades, and workforce training expansion.

Institutional planning is comprehensive and data-driven. The Strategic Plan, Campus Master Plan, Academic Master Plan, and Strategic Enrollment Management Plan align operations with institutional goals and incorporate program reviews, enrollment trends, stakeholder feedback, and environmental scans. Tools such as Nuventive and Tableau support evidence-based decision-making.

NMJC also advances sustainability through professional development, updated technology, and environmental initiatives such as recycling, energy-efficient infrastructure, and collaboration with Xcel Energy. Modern IT systems enhance learning, operations, and data security. Through these governance, resource, and planning practices, NMJC meets Criterion 4 and maintains a culture of transparency, collaboration, and continuous improvement.

Sources

There are no sources.