

## 1 - Mission

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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.

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- 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
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- 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.

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- Hearing Brief - Higher Education Funding Formula
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- Master Appendix 2025
- 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

- Tableau\_NMJC Student Ethnicity Dashboards
- 2024\_2025 Student Life Activity Count w Goals\_Belonging\_Connections
- 2025 T\_Bird Recruiter Handouts
- Lunch in Canada Flyer
- New Mexico Junior College Athletics Awards\_News Articles
- 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.*