

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 2005, 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.