

**New Mexico Junior College • Hobbs, New Mexico**



**NMJC**

**Strategic Plan  
2002-2006**

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***Denotes Objectives Related to Performance Based Indicator***



***Denotes Performance Based Indicator Reporting***



***Denotes Planning Session Prioritization Votes***

# Overarching Principles and Key Vision Statements

## Mission

The mission of New Mexico Junior College is to provide quality educational programs and support services and to enhance the quality of life for the communities and individuals we serve.

## Overarching Principles And Key Vision Statements

Throughout the planning process, the following Overarching Themes and Vision Statements articulate key areas in which New Mexico Junior College must excel. It is evident that these statements are keys to the continued success of the institution.

### Overarching Principles:

Promoting Excellence • Building Communities • Planning Future Initiatives • Developing Student Access  
Maintaining a Safe Environment • Improving Financial/Human Resources • Sharing the Vision

## Vision Statements

**Vision Statement 1** - New Mexico Junior College will provide the highest quality education and community services possible by maintaining an educational environment where continuous assessment ensures student learning.

**Vision Statement 2** - New Mexico Junior College will strive to be a premier comprehensive community college with a focus on quality, economic development, and collaborative agreements.

**Vision Statement 3** - New Mexico Junior College will do everything possible to enhance its image within the service area.

**Vision Statement 4** - New Mexico Junior College will maintain a comprehensive student services package including recruitment and retention plans that will ensure a yearly 1%-2% FTE growth in enrollment.

**Vision Statement 5** - New Mexico Junior College shall provide a positive working environment for employees. The environment shall promote teamwork and foster trust and communication among the staff.

**Vision Statement 6** - New Mexico Junior College will continually scan the environment locally, regionally, and nationally to provide a Strategic Plan that will serve the needs of constituents.

**Vision Statement 7** - New Mexico Junior College will continue to provide modern and clean facilities, as well as provide a plan for maintaining the campus and buildings for future growth.

**Vision Statement 8** - New Mexico Junior College will provide a safe and secure environment for students, staff, and patrons.

**Vision Statement 9** - New Mexico Junior College will explore avenues to improve the institution's financial position and resource base.

**Vision Statement 10** - New Mexico Junior College will strive to provide quality equipment.

**Vision Statement 11** - New Mexico Junior College will develop, implement, and maintain an integrated marketing plan that enhances its image and promotes the vision and value of the college.

**Strategic Planning is simply thinking about where we want to go and how we want to get there. It involves everyone who has a stake in the future of the college. To date, the strategic plan represents the collective ideas of the various stakeholders: the community, the students, the faculty and staff, and finally, the Board.**

Every three years New Mexico Junior College (NMJC) engages in a two-day Strategic Planning Board Work Session. It is extremely important to involve many different stakeholders in the planning process. The following is an overview of individuals invited to participate in the 2001 Strategic Planning Board Work Session:

- Lea County Legislators
- Lea County Public Schools
- Lea County Municipalities
- Lea County Economic Development
- College of the Southwest
- Commission on Higher Education
- New Mexico Association of Community Colleges
- New Mexico Junior College Foundation
- Local media
- New Mexico Junior College Faculty, Staff, and Students

After gathering input from stakeholders, the NMJC Board and Strategic Planning Cabinet prioritize objectives and update the five-year rolling strategic plan. The planning system for New Mexico Junior College consists of synergistically interweaving several components together to provide the impetus to move NMJC forward. The components are:

**Strategic Plan-** The Strategic Plan is the long-range outlook that gives needed information and direction to the college for growth over the next five years. Strategic Plan progress is updated three times a year to ensure progress and accountability.

**Master Plan-** The campus Master Facility Plan utilizes the Strategic Plan to give needed information and provide direction for campus growth and expansion.

**Yearly Plan-** The Yearly Plan provides strategies and direction for the campus and the campus managers that will help the institution address the strengths, weaknesses, and opportunities as laid out in the Strategic Plan.

**Budget Plan-** The Budget Plan provides the resource requirements to achieve the Yearly Plan.

**Information Technology Plan-** The 3-year IT Plan is provided to the Commission on Higher Education to inform them of institutional progress in the replacement and update of technology equipment.

**Roofing Plan-** The Roofing Plan provides a detailed analysis of all institutional roofs and the year in which they should be replaced.

**Equipment Replacement and Renewal Plan-** The institutional ERR Plan provides for a replacement schedule for equipment throughout the campus.

**Building Replacement and Renewal Plan-** The institutional BRR Plan provides for building renewal and replacement on an annual basis.

**Paving and Sealant Plan-** The institutional Paving and Sealant Plan provides for periodic renewal of campus roadways and parking lots.

**Landscaping Plan-** The institutional Landscaping Plan provides for ongoing and emerging trends in landscaping and revitalization of the grounds.

**Evaluation Plan-** The Evaluation Plan assesses the effectiveness, achievements, and institutional performance as it relates to the Strategic Plan, Master Facility Plan, Yearly Plan, and Budget Plan. A progress update is provided to the Board annually.

**Appendix-** The Appendix represents completed 1999 objectives and information gathered during the 2001 planning process. It represents input from the community, the NMJC staff and students. This information provides the conceptual framework for the Overarching Themes, Vision Statements, Strategic Objectives, and Activities. This portion of the document should be read first.

## **Strategic Plan Progress Report • February 2001**

The planning stage for the strategic plan begins with a comprehensive update of the past year's objectives and activities. Institutional Research and Planning communicates with each task leader to report progress. A final Strategic Plan Progress Report is presented to the Strategic Planning Cabinet.

## **Strategic Planning Board Work Session Preparation • April 2001\***

Preparation for the Strategic Planning Board Work Session begins early. Representatives from the community, legislators, CHE, NMACC, media, NMJC Foundation, NMJC students, faculty, staff, and Board are contacted and invited to participate in the planning process. These individuals are asked to complete a survey that addresses NMJC's strengths, weaknesses, opportunities, and threats (SWOT analysis). In addition, they are asked to share their ideas for future NMJC initiatives.

## **Strategic Planning Board Work Session • October 2001\***

The Strategic Planning Board Work Session takes place over two full days with representatives from the community, legislators, CHE, NMACC, media, NMJC Foundation, NMJC students, faculty, and staff presenting their SWOT analysis of NMJC to the Board. Following all presentations, the Board evaluates the input gathered and selects several priorities it feels NMJC should focus on in the upcoming strategic plan. At this time, the Strategic Plan Progress Report is presented to the Board.

## **Strategic Planning Cabinet Meeting Preparation • October 2001\***

Coordinate all input gathered during the Strategic Planning Board Work Session. Review input for recurring themes. Roll completed visions statements, objectives, and activities out of current plan and prepare document for committee evaluation.

## **Strategic Planning Cabinet Meeting • November 2001\***

Strategic Planning Cabinet to evaluate and prioritize vision statements and objectives. In addition, target dates and task leaders were assigned.

## **Board Work Session • December 2001\***

Board provided input and suggested changes to the Strategic Plan.

## **Board Meeting • January 2002\***

Board approved the Strategic Plan.

## **Present the Strategic Plan to campus employees • January 2002\***

## **Present the Strategic Plan to community and students • February 2002\***

## **First Progress Update • April 2002**

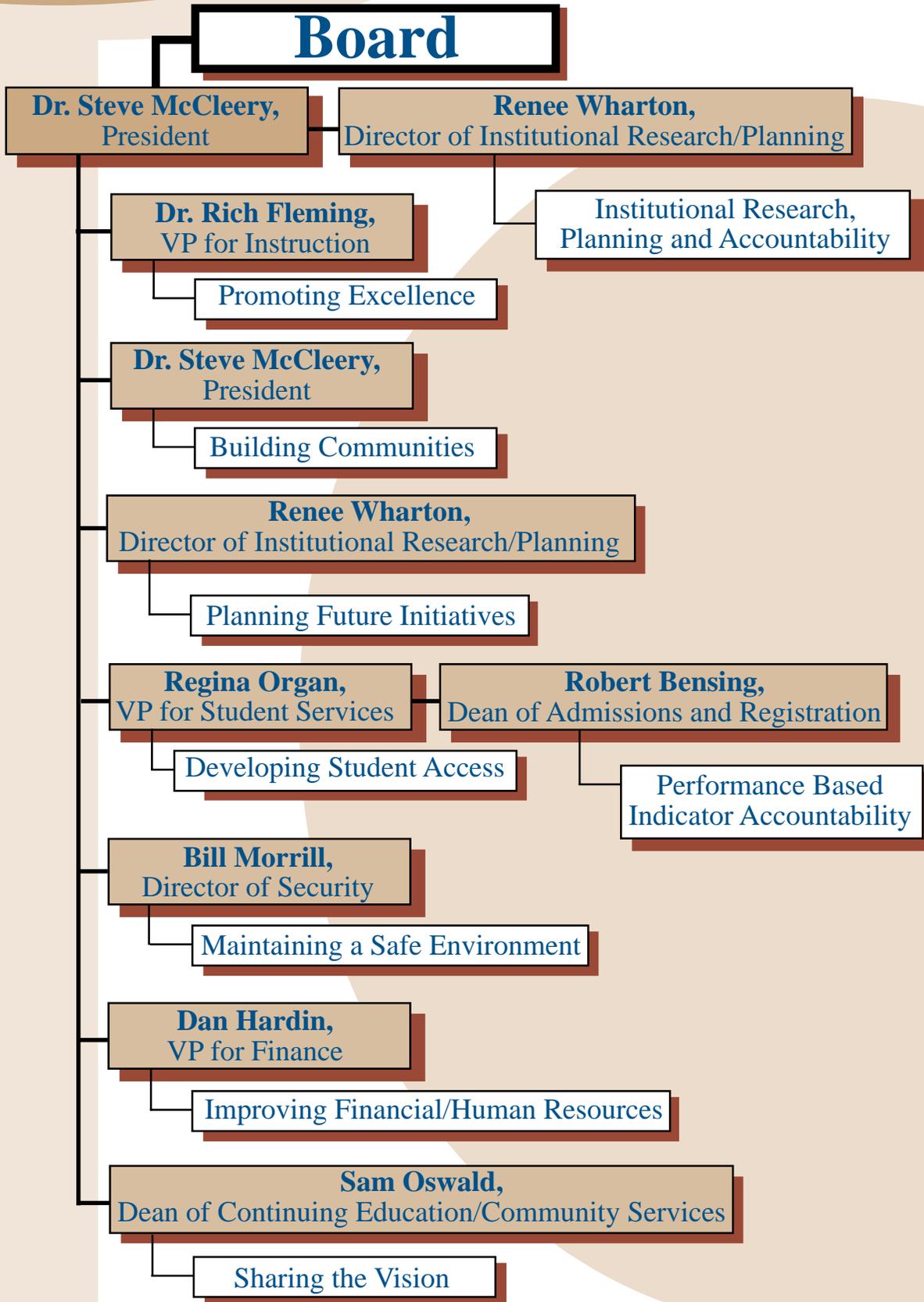
## **Second Progress Update • July 2002**

## **Third Progress Update • October 2002**

## **Strategic Planning Committee Meeting • November 2002**

Strategic Planning Committee evaluates and updates current plan. Final update of current plan will be presented at this time. Report accomplishments to the Board.

**\*Denotes activities occurring every third year**



## Strategic Plan Team Leaders

Team Leaders	Principle	Visions
Rich Fleming (Vice-President for Instruction)	Promoting Excellence	<ul style="list-style-type: none"> <li>• New Mexico Junior College will provide the highest quality education and community services possible by maintaining an educational environment where continuous assessment ensures student learning. V-1</li> </ul>
Steve McCleery (President)	Building Communities	<ul style="list-style-type: none"> <li>• New Mexico Junior College will strive to be a premier comprehensive community college with a focus on quality, economic development, and collaborative agreements. V-2</li> <li>• New Mexico Junior College will do everything possible to enhance its image within the service area. V-3</li> <li>• New Mexico Junior College will strive to provide quality equipment. V-10</li> </ul>
Renee Wharton (Dir. of Institutional Research/Planning)	Planning Future Initiatives	<ul style="list-style-type: none"> <li>• New Mexico Junior College will continually scan the environment locally, regionally, and nationally to provide a Strategic Plan that will serve the needs of constituents. V-6</li> </ul>
Regina Organ (Vice- President for Student Services)	Developing Student Access	<ul style="list-style-type: none"> <li>• New Mexico Junior College will maintain a comprehensive student services package including recruitment and retention plans that will ensure a yearly 1%-2% FTE growth in enrollment. V-4</li> </ul>
Bill Morrill (Dir. of Security)	Maintaining a Safe Environment	<ul style="list-style-type: none"> <li>• New Mexico Junior College will provide a safe and secure environment for students, staff, and patrons. V-8</li> </ul>
Dan Hardin (Vice President for Finance)	Improving Financial/Human Resources	<ul style="list-style-type: none"> <li>• New Mexico Junior College shall provide a positive working environment for employees. The environment shall promote teamwork and foster trust and communication among the staff. V-5</li> <li>• New Mexico Junior College will continue to provide modern and clean facilities, as well as provide a plan for maintaining the campus and buildings for future growth. V-7</li> <li>• New Mexico Junior College will explore avenues to improve the institution's financial position and resource base. V-9</li> </ul>
Sam Oswald (Dean of Continuing Education/Com- munity Services)	Sharing the Vision	<ul style="list-style-type: none"> <li>• New Mexico Junior College will develop, implement, and maintain an integrated marketing plan that enhances its image and promotes the vision and value of the college. V-11</li> </ul>

## Vision Statement 1

New Mexico Junior College will provide the highest quality education and community services possible by maintaining an educational environment where continuous assessment ensures student learning.

Objective 1	Task Leader	Others	Target Complete Date	Status	Related Objectives
<p>To ensure quality, develop and annually revise a comprehensive plan to evaluate all instructional programs. This plan will enhance the decisions of the college to revise or delete instructional programs.</p> <p>★ ★ ★ ★ ★</p>	Rich Fleming	Steve Davis, Mickey Best		Ongoing	V-9, Obj. 7 V-1, Obj. 15
Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
<p>Update the Campus Assessment Plan in keeping with NCA requirements.</p>	Rich Fleming	Assessment Comm.		Ongoing	V-6, Obj. 5
Objective 3	Task Leader	Others	Target Complete Date	Status	Related Objectives
<p>Develop and implement an honor's curriculum.</p>	Rich Fleming	TBD	Spring 2003		
Objective 4	Task Leader	Others	Target Complete Date	Status	Related Objectives
<p>Develop objectives to promote excellent classroom instruction.</p> <p>★ ★ ★ ★</p>	Rich Fleming	TBD		In Progress	
Objective 5	Task Leader	Others	Target Complete Date	Status	Related Objectives
<p>Develop a plan to celebrate diversity and educate students and staff on diversity issues.</p> <p>★ ★ ★ ★</p>	Rich Fleming	Multi-Cultural Committee	Fall 2002		

Vision Statement 1 (Continued)

New Mexico Junior College will provide the highest quality education and community services possible by maintaining an educational environment where continuous assessment ensures student learning.

Objective 6	Task Leader	Others	Target Complete Date	Status	Related Objectives
Reevaluate and refine mandatory placement. 	Rich Fleming	Placement Task Force	Spring 2002		
Objective 7	Task Leader	Others	Target Complete Date	Status	Related Objectives
Implement innovative scheduling and delivery methods to increase community accessibility. 	Rich Fleming	Mickey Best, Steve Davis, Sam Oswald, Faculty Rep.		Ongoing	
Objective 8	Task Leader	Others	Target Complete Date	Status	Related Objectives
Evaluate and maintain high academic standards. 	Rich Fleming	TBD		Ongoing	
Objective 9	Task Leader	Others	Target Complete Date	Status	Related Objectives
 Continue expansion of Area Vocational High School (AVHS), Interactive Television (ITV), and Telecollege. 	Rich Fleming	Mickey Best, Steve Davis		Ongoing	

Vision Statement 1 (Continued)

New Mexico Junior College will provide the highest quality education and community services possible by maintaining an educational environment where continuous assessment ensures student learning.

Objective 10	Task Leader	Others	Target Complete Date	Status	Related Objectives
Improve placement rates of graduates in jobs or continuing their education.	Rich Fleming	Pat Gorman, Robert Turner		Ongoing	V-9, Obj. 7
Objective 11	Task Leader	Others	Target Complete Date	Status	Related Objectives
Systematically add on-line courses. ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★	Rich Fleming	Mickey Best, Steve Davis, Sam Oswald, Faculty Rep.	Fall 2003		
Objective 12	Task Leader	Others	Target Complete Date	Status	Related Objectives
Integrate information literacy into the curriculum. ★ ★	Rich Fleming	Mickey Best, Steve Davis, Sharon Jenkins, Faculty Rep.	Spring 2003		
Objective 13	Task Leader	Others	Target Complete Date	Status	Related Objectives
Improve access to information resources.	Sharon Jenkins	ELIN Managers, Rich Fleming		Ongoing	V-1, Obj. 12
Objective 14	Task Leader	Others	Target Complete Date	Status	Related Objectives
Implement strategies to increase student academic success.	Rich Fleming	TBD	Fall 2002		

**Vision Statement 1 (Continued)**

New Mexico Junior College will provide the highest quality education and community services possible by maintaining an educational environment where continuous assessment ensures student learning.

Objective 15	Task Leader	Others	Target Complete Date	Status	Related Objectives
Ensure vocational degrees/certifications are in alignment with industry requirements.	Rich Fleming	Program Advisory Committees	Fall 2002	Ongoing	V-1, Obj. 1

**Vision Statement 2**

New Mexico Junior College will strive to be a premier comprehensive college with a focus on quality, economic development, and collaborative agreements.

Objective 1	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop methods to measure our reputation as a community college. ★ ★ ★	Renee Wharton	Steve McCleery, Sam Oswald, Tim Perry, Lisa Hardison	Fall 2002		
Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to develop and implement strategies to become a premier community college. ★ ★ ★ ★ ★ ★ ★ ★ ★ ★	Steve McCleery	Administrative Cabinet		Ongoing	
Objective 3	Task Leader	Others	Target Complete Date	Status	Related Objectives
Actively support articulation agreements as appropriate.	Steve McCleery	Robert Bensing, Mickey Best, Steve Davis, Pat Gorman		Ongoing	

Vision Statement 2 (Continued)

New Mexico Junior College will strive to be a premier comprehensive college with a focus on quality, economic development, and collaborative agreements.

Objective 4	Task Leader	Others	Target Complete Date	Status	Related Objectives
Actively support collaborative/cooperative agreements with private sector and public sector as appropriate.	Steve McCleery	Administrative Cabinet		Ongoing	
Objective 5	Task Leader	Others	Target Complete Date	Status	Related Objectives
Become an active partner in economic development and work-force development within Lea County. ★★★★★★★★	Steve McCleery	Administrative Cabinet, SBDC		Ongoing	

Vision Statement 3

New Mexico Junior College will do everything possible to enhance its image within the service area.

Objective 1	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop strategies to become more involved in Lea County community events, meetings, and organizations. ★★★★★★★★	Steve McCleery	Administrative Cabinet	July 15, 2002		
Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and maintain a speakers bureau to facilitate presentations throughout our service area. ★★★★★★★★★★★★★★★★	Sam Oswald	Cc. Nelson, Joy Buhalts, Gloria Muñoz, Robert Guthrie, Kelly Holladay	May, 2002	In Progress	

Vision Statement 3

New Mexico Junior College will do everything possible to enhance its image within the service area.

Objective 3	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop strategies to promote a friendlier atmosphere. ★	Steve McCleery	Charley Carroll, Sam Oswald, Jerri Shields, Willy Miller, Patsy Lewis	October 15, 2002		
Objective 4	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and host cultural events that will attract community members to campus. ★★	Sam Oswald	Sharon Jenkins, Steve Barslou, Charley Carroll	June, 2002		
Objective 5	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and implement a plan to increase utilization of local vendors.	Dan Hardin	Frank Collins	Fall 2002		
Objective 6	Task Leader	Others	Target Complete Date	Status	Related Objectives
Host town meetings, open houses, and special events. ★★★★	Sam Oswald	Jason Anderson		Ongoing	
Objective 7	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and implement strategies to improve the image of NMJC. Gather baseline data and track improvement.	Steve McCleery	Sam Oswald, Renee Wharton, Tim Perry	January 15, 2003		
Objective 8	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to develop and expand the campus web site.	Bill Kunko	Sam Oswald, Wanda LaGrave, Tim Perry		Ongoing	

**Vision Statement 3 (Continued)**

New Mexico Junior College will do everything possible to enhance its image within the service area.

Objective 9	Task Leader	Others	Target Complete Date	Status	Related Objectives
Provide and coordinate campus space/equipment for internal and external events. Refine, update, and implement policies and procedures	Sam Oswald	Jason Anderson	February, 2002	Ongoing	

**Vision Statement 4**

New Mexico Junior College will maintain a comprehensive student services package including recruitment and retention plans that will ensure 1%-2% FTE growth in enrollment.

Objective 1	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to evaluate and utilize the campus-wide recruitment plan. ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★	Regina Organ	Lisa Hardison, Steve Davis, Mickey Best		Ongoing	
Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and promote activities that will attract potential students to our campus. ★ ★ ★	Regina Organ	Lance Caviness, James Scott, Lisa Hardison, Pat Gorman, Robert Bensing		Ongoing	
Objective 3	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop a systematic plan that addresses the recruitment of nontraditional students. ★ ★ ★ ★ ★	Regina Organ	Lisa Hardison	Spring 2003		V-11, Obj. 5
Objective 4	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop strategies to recruit, track, retain Adult Basic Education and GED students into college classes. ★ ★	Rich Fleming	Marilyn Jackson, Dianne Marquez	Fall 2002		

Vision Statement 4 (Continued)

New Mexico Junior College will maintain a comprehensive student services package including recruitment and retention plans that will ensure 1%-2% FTE growth in enrollment.

Objective 5	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop strategies to recruit students into under enrolled instructional programs and courses that are deemed viable.	Rich Fleming	Mickey Best, Steve Davis, Faculty Rep.		Ongoing	
Objective 6	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to develop strategies for financial aid outreach. ★	Regina Organ	Linda Neel		Ongoing	
Objective 7	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to develop strategies to increase the number of financial aid awards.	Regina Organ	Linda Neel, Wende Nolan		Ongoing	
Objective 8	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to enhance and expand enrollment/registration procedures to increase accessibility and user friendliness. ★★★★★★★★★★★★	Robert Bensing	Pat Knapp, Linda Neel, Pat Gorman		Ongoing	
Objective 9	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to involve the NMJC Foundation in recruitment activities as needed. ★	Regina Organ	Linda Neel, Lisa Hardison, Lance Caviness, C.c. Nelson		Ongoing	
Objective 10	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and implement an institutional student retention plan. ★★★★★★★★★★★★	Regina Organ	Regina Johnson, Robert Bensing, Lisa Hardison, Renee Wharton, Mickey Best Steve Davis	July 2002		V-4, Obj. 11

## Vision Statement 4 (Continued)

New Mexico Junior College will maintain a comprehensive student services package including recruitment and retention plans that will ensure 1%-2% FTE growth in enrollment.

Objective 11	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop a systematic plan that addresses the retention of nontraditional students.	Regina Organ	Regina Johnson, Robert Bensing, Lisa Hardison, Renee Wharton, Mickey Best, Steve Davis	July 2002		V-4, Obj. 10
Objective 12	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue outreach with students as early as 6th grade. ★ ★ ★ ★ ★	Regina Organ	Lisa Hardison, Pat Gorman, Lance Caviness		Ongoing	
Objective 13	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and implement a plan to enhance campus life for residential and commuter students. ★	Regina Organ	Lance Caviness, James Scott, Lisa Hardison, Student Government	July 2002		
Objective 14	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue dissemination of information to students in compliance with federal guidelines. ★	Regina Organ	Bill Morrill, Lance Caviness, Linda Neel, Lisa Hardison		Ongoing	
Objective 15	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop strategies to monitor and improve female and minority enrollment and graduation rates are within 5% of the ethnic and gender makeup of the community based on the most recent census profile of the adult population in the area served.	Regina Organ	Lisa Hardison, Renee Wharton, Robert Bensing, Pat Gorman, Regina Johnson, Lance Caviness	July 2002		V-9, Obj. 7
Objective 16	Task Leader	Others	Target Complete Date	Status	Related Objectives
Research and develop new educational courses/programs as appropriate.	Rich Fleming	Steve McCleery		Ongoing	V-1, Obj. 1





Vision Statement 5 (Continued)

New Mexico Junior College shall provide a positive working environment for employees. The environment shall promote teamwork and foster trust and communication among staff.

Objective 8	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and implement an electronic archival/backup system for the entire campus.	Bill Kunko	Renee Wharton, Steve McCleery, Sam Oswald	October 15, 2002		
Objective 9	Task Leader	Others	Target Complete Date	Status	Related Objectives
Design a platform for policies and procedures ensuring legal compliance.	Bill Morrill/Lisa Brown	Charley Carroll	Spring 2003		

Vision Statement 6

New Mexico Junior College will continually scan the environment locally, regionally, and nationally to provide a Strategic Plan that will serve the needs of constituents.

Objective 1	Task Leader	Others	Target Complete Date	Status	Related Objectives
Identify and prioritize needed research and data requirements as an institution. ★★★★★★★★	Renee Wharton	Administrative Cabinet	February 2002	Ongoing	
Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
Gather input and provide structure and impetus to the strategic planning process. ★	Renee Wharton	Administrative Cabinet	December 2002	Ongoing	
Objective 3	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop a college lobbying effort that is efficient, beneficial, and cost effective. ★★★★★	Steve McCleery			Ongoing	

Vision Statement 6 (Continued)

New Mexico Junior College will continually scan the environment locally, regionally, and nationally to provide a Strategic Plan that will serve the needs of constituents.

Objective 4	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop a plan to collect and promptly report data to the CHE. ★★★★★	Dan Hardin	Bill Kunko, Jose Flores, Linda Neel, Robert Bensing	July 2002		
Objective 5	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop strategies to ensure we are aware of the latest North Central requirements and are planning for the next NCA visit. ★★★★	Rich Fleming			Ongoing	V-1, Obj. 2
Objective 6	Task Leader	Others	Target Complete Date	Status	Related Objectives
Establish a focus group composed of community representatives, NMJC staff, and students to review and make recommendations regarding the name of the college.	Renee Wharton	Steve McCleery	February 2003		
Objective 7	Task Leader	Others	Target Complete Date	Status	Related Objectives
Sustain open communication with constituents. Remain connected at the local, county, and state levels. ★★★★★★★★	Steve McCleery	Administrative Cabinet		Ongoing	

Vision Statement 6 (Continued)

New Mexico Junior College will continually scan the environment locally, regionally, and nationally to provide a Strategic Plan that will serve the needs of constituents.

Objective 8	Task Leader	Others	Target Complete Date	Status	Related Objectives
Demonstrate flexibility and willingness to change through responses to community needs. ★ ★ ★ ★ ★ ★ ★ ★	Steve McCleery	Administrative Cabinet		Ongoing	
Objective 9	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop an assessment approach to evaluate and provide information on all non-instructional college programs.	Renee Wharton	Regina Organ, Sam Oswald, Pat Gorman	October 2002		
Objective 10	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to utilize current measurement tools to determine the effectiveness and quality of services provided by offices on campus. Explore new methods of evaluating services provided by campus offices.	Renee Wharton	Administrative Cabinet		Ongoing	
Objective 11	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop a plan to evaluate the first year experience of NMJC students. ★ ★ ★ ★	Renee Wharton	Administrative Cabinet, Pat Gorman, Linda Neel, Lance Caviness, Lisa Hardison, Regina Johnson	October 2003		
Objective 12	Task Leader	Others	Target Complete Date	Status	Related Objectives
Review the effectiveness of the administrative structure annually at budget time.	Steve McCleery	Administrative Cabinet	February - March Annually	Ongoing	

Vision Statement 6 (Continued)

New Mexico Junior College will continually scan the environment locally, regionally, and nationally to provide a Strategic Plan that will serve the needs of constituents.

Objective 13	Task Leader	Others	Target Complete Date	Status	Related Objectives
Prioritize computer center requests to meet institutional needs.	Steve McCleery	Bill Kunko	July 15, 2003	Ongoing	
Objective 14	Task Leader	Others	Target Complete Date	Status	Related Objectives
Purchase and implement a new administrative software package.	Bill Kunko	Angela Shook, Jose Flores, Renee Wharton, Pat Gorman, Robert Bensing, Linda Neel, Dan Hardin	Begin implementa- tion July 2002  November 2004		
Objective 15	Task Leader	Others	Target Complete Date	Status	Related Objectives
Provide competitive athletic programs with consideration toward Title IX compliance.	Regina Organ	Richard Morris, James Scott		Ongoing	
Objective 16	Task Leader		Target Complete Date	Status	Related Objectives
Continuously evaluate student needs and issues.	Regina Organ	Pat Gorman, Lance Caviness		Ongoing	



Vision Statement 8 (Continued)

New Mexico Junior College will provide a safe and secure environment for students, staff, and patrons.

Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop strategies to provide ongoing security/safety training. 	Bill Morrill	Safety Committee		Ongoing	
Objective 3	Task Leader	Others	Target Complete Date	Status	Related Objectives
Conduct a campus-wide security/safety audit and address needs. 	Bill Morrill	Safety Committee		Ongoing	
Objective 4	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to evaluate compliance of institutional policies with local, state, and federal laws as related to security/safety concerns. 	Bill Morrill	Safety Committee		Ongoing	
Objective 5	Task Leader	Others	Target Complete Date	Status	Related Objectives
Establish a baseline for potential exposure and liability and develop strategies to address concerns. 	Bill Morrill	Safety Committee		Ongoing	

Vision Statement 9

New Mexico Junior College will explore avenues to improve the institution’s financial position and resource base.

Objective 1	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop a plan to establish a substantial endowment. ★ ★ ★ ★ ★ ★ ★ ★	Cc Nelson	NMJC Foundation, Steve McCleery, LaJean Burnett		Ongoing	
Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to gather data to evaluate the effectiveness of the institution’s financial position and resource base. ★ ★ ★ ★ ★	Cc Nelson	Dan Hardin, Donna Richards	Quarterly	Ongoing	
Objective 3	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop a systematic approach to developing and writing grants. ★ ★ ★ ★ ★ ★ ★	Cc Nelson	Administrative Cabinet, Directors/Chairs	August 2002		
Objective 4	Task Leader	Others	Target Complete Date	Status	Related Objectives
Through an open and amiable dialogue, expand the NMJC taxing district into Jal. ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★	Steve McCleery	NMJC Board	May 15, 2003		
Objective 5	Task Leader	Others	Target Complete Date	Status	Related Objectives
Annually review tuition and fee policies. ★ ★ ★ ★ ★	Dan Hardin	Rich Fleming, Regina Organ, Mickey Best, Steve Davis, Student Rep.		Ongoing	
Objective 6	Task Leader	Others	Target Complete Date	Status	Related Objectives
Search for start-up funding for new programs.	Dan Hardin	Cc. Nelson, Steve McCleery, Rich Fleming		Ongoing	

Vision Statement 9

New Mexico Junior College will explore avenues to improve the institution’s financial position and resource base.

Objective 7	Task Leader	Others	Target Complete Date	Status	Related Objectives
Continue to report on performance based indicators as requested.	Robert Bensing	Renee Wharton			
<ul style="list-style-type: none"> <li>For those programs in existence three or more years, there will be more programs annually having increasing or level enrollments over a three year period than decreasing enrollments looking at the period 1999-2000 through 2001-2002. (2002 target = %87)</li> </ul>			March annually	Ongoing	V-1, Obj. 1
<ul style="list-style-type: none"> <li>Annually each cohort of new students (beginning with Fall 1996) who were intending to transfer or obtain a career credential (based on intent model adopted by NMACC) will be tracked after three years. At this point the number who received a degree or certificate, transferred, became transfer ready (as defined by NMACC) or are still enrolled will be determined. (2002 target = %62)</li> </ul>			March annually	Ongoing	V-4, Obj. 18
<ul style="list-style-type: none"> <li>Annual placement rates of graduates in jobs or continuing their education will improve over 1998-1999 baseline. (2002 target = %98)</li> </ul>			October annually	Ongoing	V-1, Obj. 10
<ul style="list-style-type: none"> <li>Numbers served annually in the Area Vocational High School (AVHS) and ABE programs will be increased based on two year rolling averages from a baseline rolling average of program participants from 1998-2000. (2002 AVHS target = 166 ) (2002 ABE target = 1,333)</li> </ul>			October annually	Ongoing	V-1, Obj. 9
<ul style="list-style-type: none"> <li>Fall 2001 female and minority enrollments and 2001 graduates are within 5% of the ethnic and gender makeup of the community served based on the 2000 census profile of the adult population in the area served. (2002 Hispanic enrollement target = +/- %7.5, target for others = +/- %5) (2002 graduate targets = +/- %5)</li> </ul>			March annually	Ongoing	V-4, Obj. 15

Vision Statement 10

New Mexico Junior College will strive to provide quality equipment.

Objective 1	Task Leader	Others	Target Complete Date	Status	Related Objectives
Prioritize equipment replacement and purchases campus-wide. 	Steve McCleery/ Dan Hardin	Administrative Cabinet	July 30,2003	Ongoing	
Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
Maintain and update the campus technology plan. 	Bill Kunko	Technology Committee, Mike Williams, Steve McCleery		Ongoing	

Vision Statement 11

New Mexico Junior College will develop, implement, and maintain an integrated marketing plan that enhances its image and promotes the vision and value of the college.

Objective 1	Task Leader	Others	Target Complete Date	Status	Related Objectives
Utilizing the image committee, refine, update, and implement a comprehensive Public Relations/Marketing Plan. 	Sam Oswald	Tim Perry	March 2002	Ongoing	
Objective 2	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and maintain a master calendar of publications, media deadlines, and special events for internal planning. 	Sam Oswald	Tim Perry, Dana Martin, Kathy Mahan, Rudy Rascon, Mickey Best	February 2002	In Progress	

Vision Statement 11

New Mexico Junior College will develop, implement, and maintain an integrated marketing plan that enhances its image and promotes the vision and value of the college.

Objective 3	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop a master calendar of campus events, activities, and deadlines for external dissemination.	Sam Oswald	Tim Perry, Robert Bensing	February 2002	Ongoing	
Objective 4	Task Leader	Others	Target Complete Date	Status	Related Objectives
Periodically inform the public of NMJC's accomplishments. ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★	Sam Oswald	Tim Perry		Ongoing	
Objective 5	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop and implement strategies relative to under represented populations. ★ ★ ★ ★ ★ ★ ★ ★ ★ ★	Sam Oswald	Sharon Jenkins, Michael Chavez, Tim Perry, Lisa Hardison Outside Support	April 2002		V-4, Obj. 1,2,3
Objective 6	Task Leader	Others	Target Complete Date	Status	Related Objectives
Develop strategies to enhance visibility and potential in Denver City, Seminole, Plains, and Seagraves. ★	Sam Oswald	Tim Perry, Steve Davis, Mickey Best, Randy Cook, Lisa Hardison	April 2002		V-4, Obj. 2

<b>V-1, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
A comprehensive plan to evaluate all programs will be developed that ensures fairness, equity, and enhances the decisions of the college to delete or add programs. A review of all educational programs must be done on a regular basis. Accountability and improvement of each program are the goal. (1999 Strategy 1)	Complete	A new policy and procedure for education program review has been developed and approved. A program is now defined as a certificate and/or degree program that is technical/vocational in nature. These programs will go through an intensive program review every five years. Courses for academic transfer will continue to be evaluated based only on enrollment patterns and student evaluation.
<b>V-1, Obj. 1, Activity 4</b>	<b>Status</b>	<b>Accomplishments</b>
Evaluate the driving range operation. (1999 Strategy 2)	Complete	The outcome of the evaluation meeting was to reclassify the driving range as an instructional facility and discontinue auxiliary services. Date posted for change is March 15, 2000. All budgets will reflect the change for 2000-01.
<b>V-1, Obj. 1, Activity 5</b>	<b>Status</b>	<b>Accomplishments</b>
Evaluate the continuance of the Docu Tech lease. (1999 Strategy 2)	Complete	Docu-tech lease was renewed July of 2001 for one year and will be up for renewal.
<b>V-1, Obj. 1, Activity 6</b>	<b>Status</b>	<b>Accomplishments</b>
Evaluate Celebration of the Arts Summer Program 2000. (1999 Strategy 2)	Complete	The committee elected to reapply for continuance funds for the 2001 summer. Funding was secured for 2001 and program began 6/18/01 for two weeks.
<b>V-1, Obj. 1, Activity 7</b>	<b>Status</b>	<b>Accomplishments</b>
Evaluate New Student Orientation. (1999 Strategy 2)	Complete	A complete evaluation is conducted following each orientation. Orientations are video taped. An evaluation form is completed by each student and by faculty/staff involved in the orientation. The Orientation Committee reviews and evaluates the orientation for content, technical, and performance issues. This group uses experiences from past orientations to continually improve the orientation process.

<b>V-1, Obj. 1, Activity 8</b>	<b>Status</b>	<b>Accomplishments</b>
Evaluate Fraff Fest. (1999 Strategy 2) Fraff Fest 2000	Complete	Fraff Fest participation and all activities were evaluated. The results of an in-depth evaluation of each event will be used in planning the upcoming Fraff Fest. Over 3200 people attended the concert, 850 people at the noon meal, 1750 at the evening meal. There was nonstop participation at the novelty games, 124 participants for hot shot basketball, 62 participants for punt pass and kick, 4 participants for Frisbee golf, 25 volleyball players, 35 soccer participants. There were 50 players and 75 spectators for NMJC vs. Howard baseball and 50 players and 40 spectators for CSW vs. Odessa baseball. Approximately 15 known colleges were represented. Seven bands entered the Battle of the Bands contest and an estimated 1700 people were coming and going throughout the band area.
<b>V-1, Obj. 1, Activity 9</b>	<b>Status</b>	<b>Accomplishments</b>
Evaluate continuance of the snack bar service during the evening hours. (1999 Strategy 2)	Complete	In October 2000, elected to discontinue service for the time being.
<b>V-1, Obj. 1, Activity 11</b>	<b>Status</b>	<b>Accomplishments</b>
Review enrollment trends for instructional programs.	Complete	Enrollment trends for instructional programs have been reviewed and the need to employ additional faculty discussed during budget time. For 2001-2002 school year, four new full time faculty were employed and 1/2 time position filled. In addition, five positions were filled from previous years.
<b>V-1, Obj. 3, Activity 3</b>	<b>Status</b>	<b>Accomplishments</b>
Making Honor Scholarship offers early in the school year.	Complete	Honor Scholarships are currently offered early in the school year. The measurement of success will be based on the number of scholarships accepted by or before the deadline date.
<b>V-1, Obj. 6, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
We must develop a system that promotes and celebrates excellent classroom instruction. (1999 Strategy 5)	Complete	The process for selecting faculty of the year changed to include college-wide nomination of candidates. Faculty vote for faculty of the year based on nominations received campus-wide.

<b>V-1, Obj. 7, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop and implement a plan that increases awareness of our excellent teaching staff in the community. (1999 Strategy 6)	Complete	Two NMJC newsletters, the Full Circle (a community newsletter) and Around Circle (campus newsletter) highlight excellent teaching and individual accomplishments of faculty. The fall issue of the newsletters provides a focus on faculty. The annual President's Report to the Community is published in the newspaper and contains information about NMJC's teaching excellence. Future plans include an informational kiosk at the mall that will include information about faculty and their accomplishments.
<b>V-1, Obj. 10, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Utilize national test and accreditation documents, when available and appropriate, as a baseline to determine the quality of programs.	Complete	State exams or program exams are used as one indication of the quality/success of several NMJC programs. Nursing students must pass the state board exam for certification. Ford ASSET and GM ASEP programs require students to pass an eight-part Automotive Service Excellence (ASE) exam to exit the program and receive certification. Students in the law enforcement academy are required to pass state certification exam for program completion and certification.
<b>V-1, Obj. 11, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop a comprehensive plan to evaluate the Athletic Program for equity, fairness, effectiveness, and efficiency.	Complete	After evaluation it was determined that NMJC needed to add two additional women's athletic teams. Currently the addition of Women's Cross Country track is complete. Over the next five years, the Western Junior College Athletic Conference will determine additional women's sports to be addressed for competition.
<b>V-1, Obj. 11, Activity 2</b>	<b>Status</b>	<b>Accomplishments</b>
Survey classes during the Spring Semester to determine student needs (targeting gender equality). (1999 Strategy 10)	Complete	The follow-up to the 1st survey done in 1996 was not completed. Rather than conduct a survey of classes, information was gathered from other conference and regional schools. NMJC decided to utilize the information provided rather than conduct a survey of classes.
<b>V-1, Obj. 11, Activity 3</b>	<b>Status</b>	<b>Accomplishments</b>
Renovation of running track and field events area.	Complete	The Board approved the renovation of running track and field events area.

<b>V-1, Obj. 11, Activity 4</b>	<b>Status</b>	<b>Accomplishments</b>
Start-up of Women's Cross Country/Track.	Complete	Administrative Cabinet approved start-up of Women's Cross Country/Track. Board approved 2000-01 fiscal year budgets that include start-up of Women's Cross Country/Track program. Students will start in 2001-02. In May of 2000, a coach for the Women's Cross Country/Track program was employed.
<b>V-1, Obj. 11, Activity 13</b>	<b>Status</b>	<b>Accomplishments</b>
Conduct research to determine appropriate class size for certain disciplines.	Not Valid	No research has been conducted at this time.
<b>V-2, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop measures to determine what a premier community college looks like.	Not Valid	Measures are currently available to gauge against other community colleges. No need to develop measures.
<b>V-3, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Take a leadership role in the 1999/2000 United Way Campaign. (1999 Strategy 1)	Complete	Dr. McCleery and Administrative Cabinet continue to be active in the annual United Way campaign. NMJC personnel were the most visible of any organization represented in the annual United Way Campaign for 2000 and 2001. Currently, Dr. McCleery is the Board Chair for United Way and Regina Organ, Mickey Best, Steve Davis, Sam Oswald, Robert Bensing, Rich Fleming, Dan Hardin, and Renee Wharton serve on the campaign cabinet. In addition, over 20 NMJC employees volunteer in various capacities for United Way.
<b>V-3, Obj. 1, Activity 6</b>	<b>Status</b>	<b>Accomplishments</b>
Provide information community-wide addressing current health issues.	Complete	Provided a bilingual domestic violence workshop on a weekend to students and the community. NMJC worked cooperatively with the New Mexico Department of Health to organize this activity.

<b>V-3, Obj. 9, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop measurement tools to determine the effectiveness and quality of the offices on campus.	Complete	Currently, NMJC is using several mechanisms to evaluate the quality and effectiveness of campus offices. Some of these mechanisms include: campus survey, graduate survey, suggestion box (report cards to grade offices - boxes are located near entrance to key offices), CHE grading of the institution/offices. Future plans are to increase the number of suggestion boxes throughout campus and the development of an evaluation tool. The plan is to continue to use a triangulation of data approach to identify and address problem areas.
<b>V-4, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop and implement an institutional recruiting plan that promotes involvement from all campus entities in the recruitment of students. Get the word out about scholarships and establish more contact with parents. (1999 Strategy 1)	Complete	A comprehensive recruitment plan is currently in place. Faculty is encouraged to be actively involved in recruitment efforts. The Recruitment Committee has updated its progress on strategic plans and has prioritized remaining tasks.
<b>V-4, Obj. 1, Activity 2</b>	<b>Status</b>	<b>Accomplishments</b>
Host the State/Regional Math and Science Teachers Annual Meeting. (1999 Strategy 1)	Complete	NMJC hosted the math/science/environmental state teachers' "Keys to Success" convention October 23, 1999.
<b>V-4, Obj. 1, Activity 10</b>	<b>Status</b>	<b>Accomplishments</b>
Share college day visit schedule and spring follow-up visit schedule campus wide. Encourage faculty and staff to attend with the recruiter.	Complete	Recruiting will provide the Recruitment Committee with a schedule in August of 2001. Email will be the most effective way to let all campus staff and faculty know about upcoming school visits.
<b>V-4, Obj. 3, Activity 7</b>	<b>Status</b>	<b>Accomplishments</b>
Conduct traditional student focus group research.	Complete	In an effort to better understand the need and motivations of traditional students, recruiting conducted two focus groups during the month of April 2001. The topic for each group was centered around view-book information and school image.

<b>V-5, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Appoint a standing committee to host and plan social events for staff. (1999 Strategy 1)	Complete	A standing social committee is in place with Kelly Holladay acting as the chair. The social committee started in 1999. The committee currently organizes and hosts a variety of social functions for staff. We had a bowling/pizza night for all employees for the fall 1999 in-service. The social committee organizes the secret pal activity at Christmas time. This is an opportunity to have a secret pal for a week, and then a party on Friday where everyone gives their pal a toy and a canned food that best fits their personality. The food and toys are donated to local charities. In the spring of 2000, we had a sock hop. For the fall 2000 in-service, we had a picnic/volleyball/woggle hockey party at the city park. Last Christmas, in addition to the secret pal activity, we designed the lights that were on display on top of the administration building, so that we'd be a participant in the Christmas in the Desert event. A softball game was organized for the fall 2001 in-service.
<b>V-5, Obj. 2, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop initiatives that promote teamwork and trust.	Complete	While carrying out the day-to-day activities in their respective areas, the administrative cabinet is responsible for conveying an attitude that celebrates the institution. They are challenged to approach each situation with a team approach and an awareness of the "big picture." In doing so, the administrative cabinet is instrumental in promoting teamwork and trust throughout the institution. A team is a team only if it celebrates the institution first.
<b>V-5, Obj. 9, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Conduct a study of college positions, salaries, and benefits and strive to become/keep competitive with other schools, colleges, and agencies. (1999 Strategy 4)	Complete	The study was completed and implemented 7/1/1999. The "Option C" plan is currently being worked.
<b>V-4, Obj. 14, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Assess the concept of developing a resource center for faculty and staff development. (1999 Strategy 6)	Complete	A resource center for faculty and staff development is currently in place and an Educational Technology Specialist was hired to run the center. Space in the upper level of the Library was remodeled to accommodate the Teaching Resource Center (TRC). The following equipment has been purchased for the TRC through Title V money: 2-Scanners 5-Gateway computers 1-Mac G4 1-Mac PowerBook laptop Digital camera HP color laser printer Stackable switch Photo scanner Miscellaneous software

<b>V-5, Obj. 15, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop a class/academy for new faculty that will assist them in further improving their teaching at the community college. (1999 Strategy 5)	Complete	Community College Academy is currently offered to orient new faculty and staff.
<b>V-6, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Hire a full-time institutional researcher. (1999 Strategy 3b)	Complete	Position filled February 2001.
<b>V-7, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Establish a planning group that will identify, evaluate, and prioritize the maintenance needs of the campus. (1999 Strategy 6)	Complete	The process of identifying, evaluating and prioritizing campus maintenance needs is ongoing. Currently, the director and staff observe and report maintenance and safety needs daily. In addition, staff submits work orders for long-term and immediate needs. If a request for service is safety related or an emergency, that request is addressed immediately. Requests that are cost intensive are referred to the Building Replacement and Renewal (BRR) list and handled according to the BRR plan. New construction requests are referred to an external vendor. At this time, there is no formal planning group. The identification, evaluation, and prioritization of maintenance needs are completed through day-to-day activities of the Maintenance Department.
<b>V-7, Obj. 2, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop and implement a plan to prioritize Building Renewal and Replacement Projects (BRR). Utilize this plan to begin BRR projects August 1, 1999. (1999 Strategy 1)	Complete	NMJC currently utilizes a Building Replacement and Renewal (BRR) plan that prioritizes BRR projects. The Administrative cabinet works through the list of current BRR projects requests based on need, available funding, and safety/security issues.
<b>V-7, Obj. 6, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop and implement a plan that supports decisions in presenting our capital requests to the CHE. (1999 Strategy 4)	Complete	This plan is complete and successful. This plan includes IT requests and capital project requests and we have been very successful in obtaining infrastructure money.

<b>V-8, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop, maintain, and update a Critical Incident Plan for the campus. (1999 Strategy 1)	Complete	Critical Incident Plan was completed in 1999/2000. The 2001-2002 plan is combined with the Safety Manual and titled the Emergency Management Plan. All NMJC faculty and staff received the Emergency Management Plan at the Fall 2001 In-Service.
<b>V-8, Obj. 3, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop an instrument to assess the safety and security concerns of the campus. (1999 Strategy 2)	Complete	The campus environment survey contains a section that allows students to evaluate safety and security on campus. In addition, security receives written responses of areas where additional training is needed. The Administrative Cabinet is currently reviewing CPR/First Aid and defensive driving training for all staff.
<b>V-8, Obj. 3, Activity 2</b>	<b>Status</b>	<b>Accomplishments</b>
Develop a plan to address the safety and security concerns of the campus. (1999 Strategy 4)	Complete	<p>NMJC employed a full-time Security Director as a first step to addressing security concerns of the college. The current Security Director is also charged with meeting safety needs of the campus including all staff investigations, safety concerns, and physical campus needs. The Security Director submits monthly investigative reports that are used for follow-up as well as tracking for training and facility needs or for policy updates.</p> <p>The Security Director is also charged with maintaining OSHA Compliance and developing of policy statements. An OSHA audit was recently conducted and approximately \$10,000 in equipment/supplies purchased to ensure OSHA compliance. A follow-up audit will be conducted to assure these upgrades are satisfactory.</p> <p>The Director of Security provides workplace safety training and serves as a consultant for safety issues addressed in the employee handbook.</p> <p>The Director of Security is responsible for redesigning the image and role of the security department.</p>
<b>V-9, Obj. 2, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop a plan to identify successful research and public service projects to submit to the Commission on Higher Education. (1999 Strategy 2)	Complete	Prepared a research and service plan for first year, but with changing CHE criteria, it was not advantageous to NMJC to continue submitting to CHE.

V-9, Obj. 5, Activity 2	Status	Accomplishments
<p>Develop a systematic approach to contact alternate funding sources. Set goals and establish a Strategic Plan to accomplish this task. (1999 Strategy 5)</p>	<p>Complete</p>	<p>The NMJC Foundation has accepted a Title V Grant Endowment Challenge. For federal fiscal year 1999-2000 the challenge was \$83,204 and for fiscal year 2000-01 the challenge is \$84,949. As of 6/6/01 \$137,983 has been raised by the Foundation and has been matched. This has increased the NMJC Foundation's endowment \$275,966. The matching campaign will continue through 9/30/2004.</p> <p>The Foundation board has in place a fund-raising plan. Each board member is responsible for making selected contacts to solicit gifts for the college.</p> <p>The Development Office maintains a list of prospects for solicitation of gifts.</p> <p>The College's focus is on building FTE 1-2% each year and retention that helps to stabilize state funding. In addition, we have chosen to use an average for oil and gas income that is reasonable rather than recalculating each year. Dialogue has been resumed with Jal to encourage them to become part of the taxing district.</p>
V-9, Obj. 7, Activity 1	Status	Accomplishments
<p>Develop a formal tuition policy and review annually.</p>	<p>Complete</p>	<p>A formal tuition policy has been developed and will be reviewed annually.</p>
V-10, Obj. 2, Activity 1	Status	Accomplishments
<p>Develop an inventory of equipment purchased over the past five years. Sort the equipment by budget manager. (1999 Strategy 4)</p>	<p>Complete</p>	<p>Equipment Replacement and Renewal (ERR) sorted for 1999-2000 and in the future by budget/department number. This process has been revamped to allocate ERR by Department number for evaluation purposes.</p>
V-10, Obj. 2, Activity 2	Status	Accomplishments
<p>Develop a systematic, campus-wide plan to purchase institutional equipment. (1999 Strategy 5)</p>	<p>Complete</p>	<p>IT Committee approves all technology purchases. All institutional equipment requests are presented during budget meetings where ERR is updated and prioritized for the year.</p>

<b>V-10, Obj. 2, Activity 3</b>	<b>Status</b>	<b>Accomplishments</b>
Develop a plan to encourage local vendors to bid on equipment. Strategic Vision 3 addresses staff utilization of local vendors. (1999 Strategy 6)	Complete	Business Office sends bid packets to all eligible local vendors. Local vendors that visit NMJC or express an interest are asked to complete a bid form to facilitate bid requests.
<b>V-10, Obj. 3, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Develop a plan to ensure Y2K readiness and compliance.	Complete	All patches for Y2K compliance were installed campus wide.
<b>V-10, Obj. 4, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Implement the campus technology plan. (1999 Strategy 3)	Complete	A three-year revolving IT plan is in place. The IT plan is evaluated and updated annually by the Technology Planning Committee.
<b>V-11, Obj. 1, Activity 1</b>	<b>Status</b>	<b>Accomplishments</b>
Establish an Image Committee that designs and implements an integrated marketing plan.	Complete	An Image Committee is currently in place. Local media assists with input to NMJC image decisions.
<b>V-11, Obj. 1, Activity 2</b>	<b>Status</b>	<b>Accomplishments</b>
Develop strategies to work with the media. (1999 Strategy 1)	Complete	The main strategy consists of efforts to actively include local media representatives in NMJC activities, plans and events.

## SWOT Summary • Strategic Planning Session November 27th and 28th, 2001

Strengths- S    Weaknesses- W    Opportunities- O    Threats- T    Needs- N    Add On- A

\* Denotes Planning Session Prioritization Votes

### Leadership/Community Involvement/Commitment

- Administrative leadership (Dennis Atherton, S)
- Outstanding President (Bruce Hamlett, S)
- Leadership of Steve McCleery, looks to the future (Stan Rounds, S)
- Good experts in Key Staff (VP's) (Stan Rounds, S)
- Leadership - can't say enough about President McCleery (Paul Campbell, A, S)
- Progressive and innovative administrator (Dennis Holmberg, S)
- Great leadership through Pres. McCleery. He has vision and willing to come to us (Art Karger, A, S)
- Leadership (Rep. Bratton, S)
- Excellent leadership/board/President/faculty \* (Joan Tucker, S)
- Leadership of President (Frank Renz, A, S)
- NMJC'S leadership (Renee Wharton, S)
- President very knowledgeable (Miguel Hildago, S)
- Leadership goes down to staff (Miguel Hildago, S)
- NMJC attends CHE meetings (Miguel Hildago, S)
- The community is ready for accelerated involvement from NMJC. Quality contacts and relationships have been formed (Sam Oswald, O)
- Community driven (TJ Parks, S)
- Understanding of local mission (Stan Rounds, S)
- Community understanding of needs (Stan Rounds, A,T)
- Willing to work with various communities to meet individual needs (TJ Parks, S)
- College is aggressive and has helped surrounding area \*(Robert Wallach, S)
- Addresses needs of area and state \*(Rep. Bratton, S)
- Local community people serving local community needs \* (Rep. Bratton, S)
- Servicing growing Hispanic population (Joan Tucker, O)
- I also believe the administration and board understand their role in economic development, which is extremely important \* (Robert Wallach, S)
- Focus on your ability to be the leader in economic development \* (Dennis Holmberg, O)
- Quality of legislative delegation (Bruce Hamlett, S)
- Rep. Whittaker increased awareness in the state by hosting committee meetings on campus (Earlene Roberts, S)
- Tremendous amount of staff involvement in community projects (Paul Campbell, A, S)
- Need to be more County focused and not just Hobbs \* (Bob Carter, N)
- Never see much of administration or staff in other towns (Bob Carter, N)
- Need more of a Board presence in their community on what is happening at college - newspaper articles etc. \*\*\* (Bob Carter, A,N)

- Community involvement (Robert Wallach, S)
- College focus on entire county - educate children from all communities - done a fantastic job (Robert Wallach, S)
- You are doing ok. I see NMJC exposure in the community events etc. \* (Hermilo Ojeda, N)
- Strong presence in community by administration (Gary Schubert, S)
- Involvement in community (Steve McCleery, S)
- Support all organizations \* (Rep. Whitaker, N)
- Exposure of college in civic functions very good (Jack Henry, A, S)
- Support of communities (Dennis Holmberg, S)
- Strong support from citizens \* (Rep. Whitaker, S)
- Positive Strengths to SE NM (Rep. Bratton, S)
- Strong community support (Rich Fleming, S)
- College has done a tremendous job/ don't know how the college can do more (Robert Wallach, S)
- Need to focus on pride in our county (Jack Henry, A, N)
- Possibility of loosing ground with community (Sam Oswald, T)
- Inability to meet community needs, fewer requests, patrons using other facilities (Sam Oswald, T)
- Get Jal in district - need to push this again \*\*\*\*\* (Robert Wallach, A, N)
- Bring Jal into college district \*\* (Rep. Whitaker, N)
- Under use event center - possibly use for art (Pat Wise, A, N)
- If there is a need we need to know so we can help (Jack Henry, A, N)
- Not always responsive to statewide data projects (Frank Renz, W)
- Litigious society (Steve McCleery, T)

### **Collaborative Efforts/Articulations/Cooperative Efforts**

- Great communication between schools (Dennis Atherton, A, S)
- Articulations - teacher training (Stan Rounds, A, N)
- Collaborative initiatives with other entities, i.e., Texas Tech, Ford, GM, NMSU, CSW, Public school etc. (Steve McCleery, O)
- Working with the County Schools. (Rick Ferguson, S)
- Very pleased with cooperation - open relationship (Rick Ferguson, A,S)
- Know about NMJC since early days - good working relationship (Art Karger, A, S)
- Participatory with other educational institutions (Stan Rounds, S)
- Articulation with CSW must be carefully managed-local politics could be problematic (Stan Rounds, T)
- Closer working relationship with 4-yr institutions \* (Dennis Holmberg, A,N)
- Don't overlook expanding possibilities with universities - in Hobbs \* (Pat Wise, A, N)
- NMJC has a close working relationship with CSW (Robert Wallach, S)
- To increase our transfer student enrollment by being a link with other baccalaureate degree granting institutions to become a distance education hub for other colleges and universities \* (Cc Nelson, O)
- More than half of CSW graduates come from NMJC (Joan Tucker, S)
- Great working relationship between all schools/ rare feats (Joan Tucker, S)
- Doctoral degree plan through NMSU here at NMJC (Joan Tucker, S)
- Continuing Collaboration (Joan Tucker, O)
- Communicate - stay on same page - make improvement (Joan Tucker, N)
- Partner with NMJC - would be entrepreneurs (Joan Tucker, N)

- Must stay connected (Joan Tucker, N)
- Formalize a communication program \*\* (Sam Spence, N)
- Have meetings, etc. to gain better communication between both schools (Sam Spence, N)
- Teacher education program with the College of the Southwest (Frank Renz, S)
- Regional collaborations (Frank Renz, S)
- Need to bring more university programs on campus (Frank Renz, W)
- Collaboration CSW & NMJC (Bruce Hamlett, S)
- K-16 collaboration “Expansion of programs” (Bruce Hamlett, S)
- NM virtual college \*\* (Bruce Hamlett, S)
- Collective educational options (with districts) provide a very complete set of opportunities (Stan Rounds, O)
- Have meetings with high school and collage faculty by discipline to discuss articulation and common goals/problems. (Pat Gorman)
- Expand ENMU’s ITV offerings and add UNM, NMSU and NMHU (like social work) to offer classes to our service area. (Pat Gorman)
- Industry-based partnerships \*\* (Frank Renz, S)
- Program area strengths could foster more state-wide collaborative (Frank Renz, O)
- Coordinate efforts with servicing industries (Paul Campbell, A, S)
- Developing co-operative plans with community business (Rich Fleming, O)
- Win/Win process (Frank Renz, A, S)

## Board

- Lack of board training \*\* (Steve McCleery, W)
- Lack of board manual (Steve McCleery, W)
- Strength/vision of board want to work with others for success (Paul Campbell, A, S)
- Appreciate College Board in economic ventures \* (Robert Wallach, A, S)
- Board and Staff (Bob Carter, A,S)
- The Board of Directors (Robert Wallach, S)
- Board presence in area community (Pat Wise, A, N) Staff development (Dennis Atherton, A, N)
- Leadership of Board (Frank Renz, A, S)
- Good support from the Board, President, and all computer users on campus (Bill Kunko, S)
- Encourage stronger support from council members (Bill Rash, N)

## Perception/Impression of NMJC

- Local perception by some that NMJC needs little or no more funds (Stan Rounds, T)
- Plugged in (Miguel Hildago, S)
- Good stewardship (Bruce Hamlett, S)
- NMJC has statewide respect (Kathi Bearden, S)
- Good state relationships (Steve McCleery, S)
- Positive view of NMJC at State level (Bruce Hamlett, S)
- NMJC doing excellent job/ unlike other colleges. Have college plan (Miguel Hildago, S)
- Good reputation (Steve McCleery, S)
- Reputation of NMJC (Jack Henry, A,S)
- Good reputation and high degree of respect (Kathi Bearden, S)
- One of the best 2-year colleges in NM (Bruce Hamlett, S)

- Total Package (Bruce Hamlett, S)
- Our reputation as a provider of quality education and community service (Cc Nelson, S)
- Commitment to service (Joan Tucker, S)
- Great image (Bob Carter, S)
- NMJC is apple of eye in Lea County (Harry Teague, A, S)
- Best kept secret in Lea County is NMJC (Rep. Don Whitaker, S)
- Continue open planning (Joan Tucker, N)
- Appreciates the input the college wants (Art Karger, A, S)
- Strong potential for growth/expansion of services (Gary Schubert, S)
- Care about student (Art Karger, S)
- NMJC cares about all kids \* (Art Karger, A, S)
- Great opportunity for youth (Art Karger, A,S)
- Focus on kids and their needs (Stan Rounds, A,S)
- Great for the local and youth, both of my kids attend NMJC (Hermilo Ojeda, O)

## Name

- Not junior to anyone/ Are we a junior college or a community college \*(Bob Carter, A,W)
- Interested in the name change for Junior college to something other that better serves the college (Larry Hanna)
- Change our name from JC (Cc Nelson, A, N)
- Change name to remove “Junior” (Frank Renz, N)
- Change of name could prevent legislative funding from staying as it is strength in name for so long (Mayor Robert Wallach)
- Name of college has been brought up before - always comes back to NMJC (Bob Carter)
- Name change needs a healthy discussion - never really been a debate on this subject (Monty Newman)

## Marketing/Public Relations

- Develop a policy for the use of the NMJC logo to improve consist use of design. (Sam Oswald/Tim Perry)
- College staff is at times unable or unwilling to follow established procedures set by the department and endorsed by administration. If all NMJC publications do not portray consistency then community perception of NMJC is jeopardized \* (Tim Perry, W)
- Defined process and procedure for collecting and disseminating information to all media (Tim Perry, S)
- Communications and relationships with media sources are improved (Tim Perry, S)
- Communications are improved on campus because of weekly events posting, etc. (Tim Perry, S)
- Supportive PR/MKT staff which supports the activities and responsibilities of the office (Tim Perry, S)
- The addition of the PR/Mkt. Writer position, recently acquired, allows for the sustained/increased dissemination of written information regarding activities and events to the media (Tim Perry, S)
- Additional staffing needed for design production during the current interim period of NMJC Image make-over (Tim Perry, W)
- Work overload has become commonplace due to staff striving to meet everyday regular work requests while addressing goals set for the redesign and make-over of all campus publications and the NMJC WEB site (Tim Perry, W)
- Office facility environment is not functional or productive for staff. Plans have been made to correct this need through the purchase of workstations (Tim Perry, W)

- Receptionist is needed to field phone and walk-ins freeing time up for staff. Receptionist/bookkeeper could perform duties now provided by Continuing education receptionist (Tim Perry, W)
- Overlapping and conflicting deadline dates for production of major publications hampers the department's ability to effectively manage production. Deadlines are sometimes missed and publications are not available by requested dates (Tim Perry, W)
- Maintain high quality publications \* (Tim Perry, N)
- Provide timely products (Tim Perry, N)
- Create a master calendar for production of major publications. Calendar must be comprehensive Compliance with the deadlines must be enforced (Tim Perry, N)
- Re-implement the tag team system for Graphic Arts production keeping production runs active past 5 pm., closing time. Utilize part time employee for staggered work time to keep production running when necessary (Tim Perry, N)
- Tim Perry - getting more information (Jack Henry, A,S)
- Information to the public - must continue to get it (Jack Henry, A,S)
- Availability of Visuals (Jack Henry, A,W)
- Get the good news out \*\* (Jack Henry, A,O)
- Not getting the good news out (Jack Henry, A,T)
- Continue to communicate often with community (Stan Rounds, N)
- Share stories of your success (Stan Rounds, N)
- Double efforts to get message out (Stan Rounds, A, N)
- Increase the amount of publicity on NMJC and things happening at NMJC - feel that CSW has a stronger presence in the community (Learning and Career Services)
- Advertising to the Hispanic community (Hermilo Ojeda, S)
- Not Advertising enough because of budget restrictions \*\* (Hermilo Ojeda, W)
- WebCT/Distance Learners/Outreach Centers - video stream, e-mail, outreach visits (Pat Gorman)
- Need more advertising for activities \*\*\* (Student)
- Need more blue signs and banners \* (Students)
- Good communication within the administrative staff relating to procedures for dissemination of information to the public (Tim Perry, S)
- Increase the volume of written information regarding college activities and events to media \*\* (Tim Perry, N)
- Celebrate more successes (Regina Organ, N)
- Increased budget has allowed the department to make positive advances in upgrading NMJC publications (Tim Perry, S)
- Community perception of NMJC hinges on quality publications with a consistent message and look (Tim Perry, S)
- Current budget will not allow for the higher volume of quality publications. Demand is consistently increasing (Tim Perry, T)
- Community perception of NMJC hinges on quality publications with a consistent message (Tim Perry, T)
- Perceived fear of trespassing on CSW's market share \* (Cc Nelson, T)
- The greater college staff appears to be unaware of the mission of the Public Relation/Marketing Department Strategic Plan for the PR/Mkt. Department \* (Tim Perry, W)

- Due to recent department reorganization and reassignment of staff to the PR/Mkt. Department, the availability of PR/Mkt. Services for NMJC staff are broader, more cohesive and consistent (Tim Perry, O)
- Endorsement of established procedures and guidelines from administrators (Tim Perry, N)
- Record, file and utilize information regarding the success/failure of events, productions, athletic events, etc. Combine data from the Events/AV Services. (number in attendance, client satisfaction, media coverage/response, etc.) \* (Tim Perry, N)

## Flexibility/Willingness to Change

- Flexibility (Dennis Atherton, S)
- The ability and willingness to be flexible and adapt curriculum to business needs (Robert Wallach, S)
- Keep being open to new opportunities with the flexible attitude \*\* (Robert Wallach, N)
- Willing to listen and correct problem areas (Bob Carter, A,S)
- Must find new ways to do things/change with times (Jack Henry, A,N)
- NMJC'S willingness to adapt and flexibility in meeting new challenges (Renee Wharton, S)
- Willingness to explore new avenues to enhance access to information (Rich Fleming, S)
- A flexible degree program that meets the needs of students, which will enable them to learn salable job skills (the AAS degrees) or that will allow them to select courses that will transfer to a four-year degree program (the AAS degrees and the AA degree) (Rich Fleming, S)
- Occasionally too focused on certain missions (Stan Rounds, W)

## Economic Development

- Need a Vice President for economic development. This individual would serve as a liaison to facilitate economic development in Lea County. (Monty Newman, A)
- Economic development wise - fund a person working with EDC - joint effort with city and county \*\* (Bob Carter, A, N)
- Step forward by college for EDC issues \* (Dennis Holmberg, A,N)
- We need to develop an economic development strategy (work-force development) (Steve McCleery, N)
- Good idea of work-force development employee for NMJC (Sam Spence, N)
- Create a visionary plan to bring additional jobs here and have an educational system that prepares workers. (Dennis Atherton, N)
- Community leadership outside the educational realm to create new job visions \* (Dennis Atherton, O)
- We need to look for ways to increase our economic base (Steve McCleery, N)
- Support Economic development (Steve McCleery, O)
- Create job opportunities \*\* (Dennis Holmberg, A,N)
- Need more financial support through all communities to bring industry here to Lea County \*\*\*\* (Dennis Holmberg, A,N)
- College involvement with Spartan (Robert Wallach, A, S)
- Diversification of economics (Rep. Whitaker, N)
- Hobbs is presently blessed with a strong economy. Hobbs and NMJC have the opportunity to use this strong base to attract some diverse additions to our city, our school and our economy (Gary Schubert, O)
- Ability to help diversify economic base (Rich Fleming, O)
- Gas price down 20-25% from last year (Rep. Bratton, T)
- NM Oil Co. not now locally controlled as in past - not in tune to NM employee's needs - difficult issues to address - no control (Rep. Don Bratton, T)

## New Mexico Junior College 2002-2006 SWOT Summary

- Declining oil and gas production (Steve McCleery, T)
- The demise of the domestic oil production industry \* (Cc Nelson, T)
- Price of oil (Rep. Don Whitaker, T)
- Potential for drop in oil/gas prices is reducing allocations (Rich Fleming, T)
- Meetings with oil and gas industry \* (Rep. Bratton, S)
- Energy policy \* (Rep. Don Bratton, N)
- Message to Washington - energy policy - we are dependent on energy dollars (Rep. Bratton, N)
- Potential downturn in economy due to extraction industry impact (severe boom/bust cycles) (Gary Schubert, T)
- Strength of the oil and gas industry that helps with increased revenues (Dennis Holmberg, S)
- Lack of industry and outside businesses (Dennis Atherton, T)
- Declining economic base especially if county doesn't diversify (Frank Renz, T)
- Local economy not diverse enough (Rich Fleming, T)
- Limited local placement opportunities for students and graduates (Dennis Holmberg, W)
- Boom bust retraining cycles - becomes more difficult to keep young people in community (Rep. Bratton, T)
- No job security (Rep. Don Bratton, T)
- Insulate us from the severe economic swings of our area's economy (Gary Schubert, N)
- Finding jobs here is unpredictable (Earlene Roberts, W)
- Low unemployment in community (Rich Fleming, S)
- Lack of local jobs for graduates (Rich Fleming, T)
- Rapidly changing health care industry; difficult to maintain stability in rural area (Rich Fleming, T)
- The strength of the local economy (Dennis Holmberg, O)
- County not understanding the full economic impact of NMJC (Regina Organ, T)
- Declining population base (Steve McCleery, T)
- Small local population base (Rich Fleming, W)
- Changing demographics of Lea County (Cc Nelson, T)
- Shrinking county population (Regina Organ, T)
- Economic downturn can create innovative training opportunities (Frank Renz, O)
- Economic Dev. Has opportunities to help NMJC \* (Kathi Bearden, O)
- Active with Spartan \* (Rick Ferguson, A,S)
- Forecasting job market future and define vocational education future - train kids for applicable future jobs (elevate every person to a higher monetary scale - Monty Newman question) (Stan Rounds, A, O)
- Large number of graduates meeting critical need in a nursing; helping to reduce the nursing shortage (Rich Fleming, S)
- Incredible need for nurses and teachers (Kathi Bearden, O)
- Need more truck drivers (Robert Wallach, A, N)
- Can work with oil and gas companies to meet their needs for employees (Bob Carter, O)
- Excellent job employment opportunities offered to local area student and citizens (Robert Wallach, O)
- Need educated work-force (Frank Renz, A,O)
- Utilization of business plans - economic development \*\* (Joan Tucker, N)
- Should consider "Work Keys" as a work-force readiness tool (Frank Renz, W)
- Working with employers to develop stronger partnerships - work-force dev. \*\* (Bruce Hamlett, S)
- Potential for national recession (Rich Fleming, T)

## Funding/Financial/Institutional Development/Grants

- Title V match offers considerable opportunity to increase our endowment (Cc Nelson, O)
- Expand employees in foundation to get more grants \* (Cc Nelson, A, N)
- Cooperative grant requires 10 faculties each year work on web-based courses (Rich Fleming, T)
- Institutional ability to carry on grant projects (Rich Fleming, T)
- Requirement to move grant positions to general fund (Rich Fleming, T)
- No full-time grant writer to assist foundation director and college (Rich Fleming)
- Expand the grant writing capability of the Office of Institutional Development. Within the next four years, this office should be prepared to write or assist in writing the TRIO grants, ABE grant, and Perkins grant. To accomplish this, an additional printer (color) and expanded software will be needed. We should also consider hiring a full-time grant writer during the next five years. (Cc Nelson)
- Erratic income streams (Cc Nelson, W)
- Identify key external funding sources-additional federal and state grants, Increase in enrollment/funding (Bruce Hamlett, S)
- Corporate donations, private donations, and foundations \*\* (Cc Nelson, N)
- Must diversify enough to retain assets (Earlene Roberts, N)
- Find/seek other funding sources in addition to oil/gas revenue (Regina Organ, O)
- Increased funding needs at UNM and NMSC could take capital money away from NMJC (Dennis Holmberg, T)
- Financial problems at highlands could have ripple effect with smaller colleges (Dennis Holmberg, T)
- State and local allocations (Rep. Whitaker, T)
- Declining share of state revenue (Frank Renz, T)
- Increase in enrollment/funding (Bruce Hamlett, S)
- Start up funding for new programs (lack of) (Bruce Hamlett)
- No funding non credit programs \* (Bruce Hamlett)
- Difficult session due to increases requested (Bruce Hamlett)
- Appropriations - gradual decline - National trend discretionary component - seen as (Bruce Hamlett, S)
- Possibility of some of the lottery \$ being taken by legislature (Kathi Bearden, W)
- Diminishing funds for higher education (Miguel Hildago, T)
- Increase state funding each year due to FTE increase (Rich Fleming, O)
- Loss of state or federal revenue as it relates to correcting deficiencies that might affect the student's welfare while on our campus (Bill Morrill, T)
- Negative focus on Highlands - keep them separated from NMJC (Dennis Holmberg, A,N)
- Continued FTE growth (Rich Fleming, S)
- Funding tied to oil/gas (Regina Organ, T)
- Transfer of wealth taking place during the next 20 years offers greater opportunities \* (Cc Nelson, O)
- Stock market impacted assets (Cc Nelson, A, T)
- Conduct annual internal fund drives \* (Cc Nelson, N)
- Implement a planned giving program \* (Cc Nelson, N)
- Support increasing opportunities for NMJC foundation (Steve McCleery, O)
- We need to help strengthen our NMJC foundation (Steve McCleery, N)
- Increase funding for travel to make additional personal contacts. Development requires the "developing of relationships" prior to the ask. Successful grant proposals whether to individuals, foundations or corporations are usually preceded by face to face visits. Personal contacts must be increased. This will require additional funding in the travel budget. (Cc Nelson)

- Establish adequate storage space and provide a small conference table in the institutional development office for planning sessions and meeting with potential donors. (Cc Nelson)
- Commitment level of volunteers (Cc Nelson, W)
- Strong financial \* (Rep. Whitaker, S)
- Financially sound (Rich Fleming, S)
- Good resources base (Steve McCleery, S)
- Much of the BRR and ERR requests remain unfulfilled (Rich Fleming, W)
- Current events may have an impact on financial aid, institutional, and other federal funding (Regina Organ, T)

## Planning/Research

- Lack of systems thinking (Steve McCleery, W)
- We need to prepare for the NCA (Steve McCleery, N)
- We need to develop an institution calendar for deadlines (Steve McCleery, N)
- Move to obtaining a state quality award \*\*\* (Frank Renz, N)
- Good strategic planning (Steve McCleery, S)
- Commitment to the strategic planning process and utilization of plan as a management tool (Renee Wharton, S)
- Continue to improve the updating process of the strategic plan (Renee Wharton, N)
- For Strategic Plan 2002, separate strategy 4 to reflect the goal of recruiting and the goal of retention. (Lisa Hardison Student Recruiting)
- The President to meet with all standing committee chairs to revitalize, reinvigorate, and recharge as well as to clarify goals and objectives of the committees. (Steve McCleery, President)
- Brain storm campus of future - its needs, kind of students, staff, appearance, etc. (Pat Gorman)
- Establish a forum to address community college issues. (Robert Bensing)
- Improve our reputation in the service area (Robert Bensing)
- Discuss hallway/classroom environment - discuss and implement desired level of stimulation and environment (poster/pictures (revolving history of art), TV monitor information, music, plants, furniture). (Pat Gorman)
- Detailed plans for multiple tasks — IT PLAN, ER&R, BR&R, Roofing, Recruiting, Capital Projects, Vehicles, etc. (Steve McCleery, S)
- Don't lose your focus - keep looking forward (Joan Tucker, N)
- Keeping pace with changes in technology (Frank Renz, T)
- Complacency-things are good now but we need to maintain our "hunger" to be aggressive toward our goals (Gary Schubert, W)
- Carefully plan for growth and determine how it impacts staffing-particularly support staff (Rich Fleming, N)
- Continue to explore education needs and opportunities for Lea County residents (Rick Ferguson, N)
- Study evolving markets in the area to target training (Sam Oswald, N)
- Conduct additional needs surveys specific to interest areas (Sam Oswald, N)
- Track data for feedback/project evaluation for recruiting. (Lisa Hardison)
- Pay more attention to data and trends in driving decision-making (Frank Renz, N)
- With the implementation of a new administrative software package, we have the opportunity to increase our utilization of tracking/assessment of students/programs in our decision making process (Renee Wharton, O)
- No integrated administrative software system in place, which makes communication and effective tracking/reporting/assessment difficult and time consuming (Renee Wharton, W)
- Student tracking system is inadequate (Rich Fleming, W)
- Improve student information tracking capabilities for reporting. (Gayle Abbott)
- Obtain base-line data of characteristics of current student population. (Lisa Hardison)

## Facilities/Grounds

- Providing excellent facilities for the on campus students. (Rick Ferguson, S)
- Physical Plant of College \*\* (Bruce Hamlett, S) Grounds
- Provide funding for intercampus concrete work to help prevent falls. When work completed prohibit vehicular traffic on the intercampus area. Will have an increase of golf carts and not vehicles. (Bill Morrill, N)
- NMJC at top of list with fewer % deferred maintenance (Bruce Hamlett, S)
- Lack of campus plan, i.e., Landscaping, Buildings (Steve McCleery, W)
- Outstanding facilities - can be employed immediately after high school (Art Karger, A, S)
- Provide a good facility - don't hear (Stan Rounds, A, N)
- Wonderful campus (Bob Carter, S)
- Outstanding facilities (Rep. Don Whitaker, S)
- Excellent facilities (Joan Tucker, S)
- Excellent, well maintained facilities (Rich Fleming, S)
- Existing facilities outstanding here at NMJC (Miguel Hildago, S)
- Nice clean campus (Bill Rash, S)
- Increase in demand for space in dorms and facilities for camps and special entities during summer months (Sam Oswald, O)
- Lack of additional housing (Regina Organ, W)
- Need more dorms \* (Student)
- Continue analysis of student housing needs and plan for future growth by building additional units as soon as is reasonable. (Lance Caviness, Residential Housing/Student Activities)
- Expand housing opportunities on campus (Regina Organ, N)
- Landscape dorms (Regina Organ, N)
- Move sand volleyball to dorms (Regina Organ, N)
- Move picnic tables to dorms (Regina Organ, N)
- Expansion in housing (Regina Organ, O)
- Continue with the landscape design project funded FY 01-01 for 50K (Lance Caviness)
- Expanding Housing Opportunities on Campus (Lance Caviness)
- Build more residence halls if planning to expand sports programs. (Pat Gorman)
- Move Security from the building to on campus so they have e-mail etc. and are a part of the campus (Bill Morrill, N)
- Upgrade and expand facilities. Need more room for counseling, financial aid, student activities, student lounge and need to improve/expand the setting for housing. (Student Services)
- Lack of needed space for summer programs. (camps, special groups) (Sam Oswald, T)
- Lack of office space for security and emergency management personnel (Bill Morrill, W)
- Shortage of library space (Rich Fleming, W)
- Learning and Career Services, TRIO, ENMU don't have adequate space and, indeed, take up valuable library space on second floor (Rich Fleming, W)
- Need to invest more in facilities (Rich Fleming, W)
- Quiet study space in the library is needed (Rich Fleming, W)
- Competition for walking/browsing space in library stacks with other departments discourages use of facility for intended purpose (Rich Fleming, W)
- Meeting rooms or separate library teaching facility are needed (Rich Fleming, W)

- Limited dorm space (Rich Fleming, W)
- Purchase the Price-Rite building and remodel it (Rich Fleming, O)
- Relocation of academies (Law, Corrections, & Fire) to a more suitable location to allow for reacquiring of Heidel Hall space for Physics and Laboratory Sciences programs (Rich Fleming, O)
- Shortage of classroom space if growth continues (Rich Fleming, T)
- Review again our facilities master plan-space for some programs is limited and inhibits growth and new program development (Rich Fleming, N)
- Lack of facilities, equipment, and office space (Regina Organ, W)
- Lack of space to grow (Renee Wharton, T)
- Limited storage space (Sam Oswald, W)
- Limited classroom/meeting space (Sam Oswald, W)
- Acquire additional space for classroom, special training and seminar needs (Sam Oswald, N)
- Additional painting on parking lots and no parking zones (Bill Morrill, N)
- Refurbish parking lots (Bill Morrill, N)
- Revamp the lighting system on campus. Presently have problems with lights burning out or not coming on. Also need additional work at the rodeo grounds on lights. (Bill Morrill, N)
- Old and small facilities for some programs (Rich Fleming, W)
- Out-dated lab equipment in many areas (Rich Fleming, W)
- Revise plan for replacement cycles (Jason Anderson, N)
- Need a student lounge (Regina Organ, N)
- Provide a staged plan for the renovation of Pannell Library. Utilizing space as it becomes available, as part of an overall plan rather than on an ad hoc basis will result in a cohesive, more useful facility. This will allow for a more logically planned expansion of the collection, not to mention how much it will enhance the image of the school! (Sharon Jenkins)
- Having adequate facility availability in short time demand. Availability of rooms for extended amount of time, use of room for eight to ten hours per day, one or more days of uninterrupted designated time Availability of large, multi-purpose rooms are limited (Sam Oswald, W)

## Education

- Important that all in education continue to meet monthly (Stan Rounds, A, N)
- Be creative for education - teacher needs (Dennis Atherton, A, N)
- Strong solid vision for education (Stan Rounds, A,S)
- Provide best education possible (Jack Henry, A, N)
- Quality education (Earlene Roberts, S)
- Continue to maintain high academic standards \*\* (Rep. Don Whitaker, N)
- Students come out with strong communications skills (Joan Tucker, S)
- Learn at highest possible level (Joan Tucker, N)
- Biggest asset is educational system - training ground (Sam Spence, S)
- Service Centers for WIA (Frank Renz, A,W)
- Continue to develop alternative instructional methods to diversity opportunities for students (Rich Fleming, N)
- Internal - loss of focus on quality and service (Joan Tucker, T)
- Teachers taking in-service though college (Art Karger, A, S)
- Continue to offer educational opportunities for teachers \*\*\*\*\* (Paul Campbell, A, N)
- No four-year programs (Dennis Holmberg, W)

## Instruction

- The HOWE agreement has not been formally defined, in terms of use and allocation of existing equipment (Rich Fleming, T)
- Investing money in technology (Rich Fleming, S)
- Course offerings (Dennis Atherton, S)
- Classes offered students- “Variety” (Art Karger, S)
- Wide range of courses offered (Robert Wallach, S)
- Diverse curriculum (Pat Wise, A, S)
- Some on-line classes (Kathi Bearden, S)
- Need additional on-line classes (Kathi Bearden, W)
- Nursing school \* (Kathi Bearden, O)
- Strong technology base/opportunities (Gary Schubert, S)
- Need certifications (Sam Spence, O)
- Keeping students in class/real tutoring from day one \* (Kathi Bearden, W)
- Teaching (Kathi Bearden, A, O)
- Class sizes in a number of areas are larger than what faculty prefer (Rich Fleming, W)
- Discuss a community service requirement or option for degree or class. (Pat Gorman)
- Expanded internships/co-ops for academic areas. (Pat Gorman)
- Have writing and math labs staffed by faculty and/or tutors. (Pat Gorman)
- Self paced classes and classes that begin after the 8th week of the long semester. (Pat Gorman)
- Computer literacy requirement for an associate degree. (Pat Gorman)
- Require keyboarding skills for all classes with computer lab. (Pat Gorman)
- Dedicate each semester to a particular topic (stem research, prison, etc.) that could provide focus for classes - like topic for term papers, discussion in history about it, speakers to campus, etc. (Pat Gorman)
- Consider the community of learner concept with students taking several classes together. (Pat Gorman)
- Implement a faculty peer instructional evaluation system. (Pat Gorman)
- Conduct the “Math/Science Bowl” again. (Steve Davis)
- Videotape lectures in all or key classes for viewing by students who missed class or need a second exposure. (Pat Gorman)
- Form study groups or pay faculty to lead review sessions in science classes. (Pat Gorman)
- Offer additional foreign languages and statistics. (Pat Gorman)
- Redesign Learning and Career Service area to permit student confidentiality. (Learning and Career Services)
- Increasing class sizes (Rich Fleming, T)
- Become a more diverse institution-help our students understand their role and place in an international society and economy (Rich Fleming, N)
- Explore obtaining a student educational rate for lap top and then have freshman purchase them. (Pat Gorman)

## Assessment/Evaluation-Instruction

- Research - learning styles and abilities (Dennis Atherton, A, N)
- Open dialogue to see how students learn (Dennis Atherton, A, N)
- Develop a comprehensive process to evaluate/assess our students 1st year experience (Renee Wharton, N)
- Strengthen our assessments and mandate placements in reading, math, writing and ESL (Rich Fleming, N)
- Validity studies on cut-off scores for course placement in Math, English and areas high in reading plus program admission. (Pat Gorman)

- NMJC does not presently have comprehensive mandatory placement for reading and needs to revise assessment standards for writing and math (Rich Fleming, W)
- Discuss the possibility of requiring mandatory testing of AVHS students prior to enrollment. There needs to be a minimum requirement/score for entry into certain courses. The administration must be aware that the implementation of this process could result in a decrease in the total head count and FTE production but at the same time it will greatly enhance the potential for success. (Steve Davis)
- Employers are looking for proficiencies in addition to degrees \*\* (Sam Spence, O)
- Move to adopting “Graduate Guarantees” (Frank Renz, N)
- Consider “Work Keys” as a workplace readiness measure (Frank Renz, N)
- Consider departmental exams on units or comprehensive exams to monitor quality control. (Pat Gorman)
- Utilize cost effectiveness model to determine what faculty should teach and whether a class should make. (Pat Gorman)
- Consider TQM or similar approach to define and measure services - student focused driven (satisfaction level, quality of service, percent exceed student’s expectation, measures of learning across discipline and faculty, etc.). (Pat Gorman)
- Review every course to determine necessary reading and writing levels and, where appropriate, math levels to help students be more successful (Rich Fleming, N)
- Research success rate of developmental students versus non-developmental students in key freshmen classes (Pat Gorman)

## Training/Community Needs

- The push for technical training \* (Dennis Holmberg, O)
- Continuous training opportunities \* (Dennis Holmberg, A,N)
- There is a tremendous shortage of competent trained truck drivers in Lea County. I think the college has a training program but I don’t know how it has been advertised and if it is being utilized (Robert Wallach, O)
- Increase the number of CEU training opportunities for professionals in the area: (Sam Oswald, N)
- Training for personal development. (Sam Oswald, S)
- Community needs and requests are being met, as staffing is available (Sam Oswald, S)
- Need more training for trade jobs \* (Bob Carter, W)
- Difficult for meeting needs for training (Rep. Bratton, T)
- Not much effort in customized training \* (Frank Renz, W)
- Continue to use NMJC’s training ability to strengthen the school FTE position as well as the community benefits (Gary Schubert, N)
- Training programs - automotive (Miguel Hildago, O)
- Opportunities for technological training (Rich Fleming, W)
- Local business support in staff training (Robert Wallach, O)
- Education is a life journey - capitalize on retraining (Frank Renz, A,O)
- Open market for growth throughout Lea County (industry training, professional/personal ); with a full time Industry Training Coordinator, many of the departments goals for growth could be accomplished. (Sam Oswald, O)
- Potential to receive training to go immediately to the work force (Art Karger, O)
- Meetings for clubs and organizations on campus. Growing amount of interest has been noted this year. (Sam Oswald, O)
- Not moving into new programs and fields quick enough (Bob Carter, T)

- Slow response time in changing our courses of study to meet the changing needs of our constituency (Cc Nelson, W)
- Focused plan for delivery of non-credit course offerings designed to meet community needs as defined by community participants. (Courses related to family living, professional development) (Sam Oswald, S)
- At peak times in the year, community needs are not addressed as quickly as desired (Sam Oswald, W)
- Communities are recognizing NMJC as a resource for providing services to meet their needs for training, lifelong learning experiences, recreation, hobbies, room/facility use etc., by word of mouth and individual contacts (Sam Oswald, S)

## Programs/Courses

- Developing new programs (Joan Tucker, N)
- Can be the leader for the state in distance education (Stan Rounds, O)
- Inter-collegiate sports program (Frank Renz, S)
- Not all programs competency-based (Frank Renz, W)
- Develop telecommuting (Frank Renz, A, O)
- Large educational disadvantaged population presents opportunities for basic education programs \* (Frank Renz, O)
- On-line degrees (Kathi Bearden, A, O)
- Ability to design and implement curriculum in a short amount of time. (identifying need, secure funding, identify available facilities, secure instructors/facilitators, implement program, evaluate program, identify related future needs, communicate and coordinate with participants based on findings and needs) (Sam Oswald, S)
- On-Line degrees (Kathi Bearden, T)
- To develop on-line courses (Kelly Holladay, O)
- Adoption of Microscale Chemistry foundation for the Chemistry program at NMJC (Rich Fleming, S)
- Potential to develop an AA on-line through cooperative grant (Rich Fleming, O)
- Potential to develop non-credit programs (Rich Fleming, O)
- A Two Plus Two program in accounting (Rich Fleming, S)
- High pass rates for licensure exam (90.6% in NM) (Rich Fleming, S)
- Strong community support of nursing program (clinical agencies support by allowing students to practice in their facility) (Rich Fleming, S)
- Working on being statewide Teen Court educational provider (Rich Fleming, O)
- Create bilingual interpreter certification for state courts (Rich Fleming, O)
- Strong need for ABE in county (English not primary language in 25% of homes; 33% over 25 do not have a high school diploma) (Rich Fleming, O)
- GED testing moving to NMJC in January (Rich Fleming, O)
- Establishment of CCOP and LEAP training programs with Wackenhut (Rich Fleming, O)
- Internet offerings would expand the number of students who could take advantage of our programs (Rich Fleming, O)
- Develop health care related programs (medical office assistant, certified medication aid, medical record • Implement a Writing Across the Curriculum program (Rich Fleming, N)
- Developing new programs such as Sparton (Dan Hardin, O)
- Web based education programs that are rapidly growing (Dan Hardin, T)
- On-line education and changes (Joan Tucker, T)

- Quality of on-line - make sure students are properly prepared for career (Joan Tucker, T)
- Economic programs (Joan Tucker, O)
  - Criminal justice - hope to partner with NMJC \*
  - Environmental Management
  - Financial development
- Consideration of continuing full, financial sponsorship of Director Corrections Academy and secretary (Rich Fleming, T)
- NLNAC status and regulations; unrealistic for rural community colleges (Rich Fleming, T)
- Potential changes in nursing faculty credentials by State Board of Nursing could jeopardize ADN programs (Rich Fleming, T)
- Permanently add library skills section to mandatory freshman seminar (Rich Fleming, O)
- Add library and information literacy modules to WebCT offerings either independently or integrated into current/future classes (Rich Fleming, O)
- Offer continuing education courses (through the nursing program) on the Internet for local nurses (Rich Fleming, O)

## Course Credit/Transfer

- Class work that will not transfer to a four-year school (Art Karger, T)
- Need to get credit support from other NM four year colleges/students lose hours (Robert Wallach, A, N)
- Students well prepared to go onto universities (Rep. Don Whitaker, S)
- Increase into associate degrees NMJC and Bachelor degree CSW (Sam Spence, O)
- Transferability of courses (Kathi Bearden, W)
- A strong history of producing graduates who do well in their four-year colleges and in the commercial world (Rich Fleming, S)

## Continuing Education

- Need to provide Speaker Bureau for clubs and organizations (Sam Oswald, W)
- Establish a Speakers Bureau for clubs and organizations. Develop processes for implementation. (Sam Oswald, N)
- Evaluate programs and room usage of community patrons in greater detail, comparing data from PR/Mkt. and Events/AV Services (Sam Oswald, N)
- Improve the department's customer database for contacts (Sam Oswald, N)

## Faculty/Instructors

- Appreciate faculty involvement (Robert Wallach, A, S)
- Good teachers and staff (Bob Carter, S)
- Outstanding facility (Bob Carter, A, S)
- Sometimes hamstrung concerning getting certified instructors (Bob Carter, A, W)
- Looming retirement of seasoned faculty (Cc Nelson, T)
- Difficulty attracting qualified faculty/staff and difficulty attracting qualified minority faculty/staff (Renee Wharton, W)
- Dedicated, loyal, well educated, professional, ambitious, and enthusiastic faculty (Kelly Holladay, S)
- Strong Faculty Senate (Kelly Holladay, S)
- Willing to teach overloads and extra students (Kelly Holladay, S)

- Willing to teach summer courses (Kelly Holladay, S)
- Willing to teach on the Internet (Kelly Holladay, S)
- Willing to teach at the prison (Kelly Holladay, S)
- Lack of full time faculty to cover increased student enrollment (Kelly Holladay, W)
- Faculty burnout and possible diminished instructional quality /student learning (Kelly Holladay, T)
- From too many overloads, from increased class sizes, too many preps, too many part time faculty vs. full time faculty (Kelly Holladay, T)
- Dedicated, loyal, well-educated, knowledgeable, caring, ambitious faculty who care about student learning and good teaching (Rich Fleming, S)
- Lack of faculty and staff diversity (Rich Fleming, W)
- Unable to attract qualified and prepared faculty (Rich Fleming, W)
- Personnel shortage could stop growth (Rich Fleming, T)
- Inability to procure faculty due to low salaries; private sector salaries are extremely high due to the nursing shortage (Rich Fleming, T)
- Continue to try to fill current full-time faculty vacancies (Rich Fleming, N)
- The weakness of the college is the difficulty in attracting top young faculty. NMJC has some outstanding older faculty that may be hard to replace (Dan Hardin, W)
- Pay for overloads and summer pay is not viewed as being sufficient (Rich Fleming, W)
- To actively take a position in college decisions through Faculty Senate (Kelly Holladay, O)
- Inequities in contact hours among the disciplines (Kelly Holladay, W)
- To enhance our base pay with overloads and summer courses (Kelly Holladay, O)
- Overload levels are above what a majority of faculty prefer (Rich Fleming, W)
- Necessary faculty overloads is creating stress and morale problems (Rich Fleming, T)
- Faculty load requirements, inclusive of the request for full-time faculty to continue to teach at the level of double and triple overloads each term, threatens burnout (Rich Fleming, T)
- Compensation calculation methods (FT, PT and Salary Study) (Rich Fleming, T)
- Remember that instruction drives the institution: no students, no NMJC (Rich Fleming, N)
- Develop a solution to the problem of overloads (Rich Fleming, N)
- Low pay for overloads and summer courses (Kelly Holladay, W)
- Low moral & fragmentation due to inequities among the disciplines concerning work-loads (For example: For base pay requirements, some faculty have a 15 contact hour load where others have a 21-26 hour load) (Kelly Holladay, T)
- Inadequate funding available to travel for professional development, technological training, etc. (Kelly Holladay, W)
- Necessity to teach overloads to meet college demands (Kelly Holladay, W)
- Develop marketing strategies to locate part-time instructors (Sam Oswald, N)
- Budget for additional staff to focus on Industry Training needs (Sam Oswald, N)
- Classes may be cancelled due to instructor availability (Sam Oswald, T)
- Provide faculty-mentoring program for all new full time faculty and all part time faculty. (Pat Gorman)
- Time delays in coordinating and implementing programs due to limited unavailability of personnel. The department is able to address only immediate needs, giving priority to items that are most pressing (Sam Oswald, W)
- Staffing with part-time instructors for specialty classes is difficult (Sam Oswald, W)

## Library

- Sponsor "Library Friends" group or other fund-raising agency (Rich Fleming, O)
- Library budget is too small, cannot acquire some materials (Rich Fleming, W)
- Develop and implement an assessment and evaluation tool to elicit faculty and student input into future collection and service needs of library and IRC. (Sharon Jenkins)
- Network of county libraries (Rich Fleming, S)
- Availability of library information resources (Rich Fleming, S)
- Flexibility of library automation system (Rich Fleming, S)

## AVHS, ITV, Concurrent Enrollment/Telecollege

- Strong ITV (Dennis Atherton, A, S)
- Offering AVHS-ITV night classes at the remote location. (Rick Ferguson, S)
- Collaboration to offer more classes via ITV (Rick Ferguson, A,S)
- College credit while in HS (Rick Ferguson, A,S)
- ITV great program - brought school systems together \*\*\*\*\* (Art Karger, A, S) Will get much better
- Teachers taking ITV classes at night (Art Karger, A, S)
- AVHS great program \* (Art Karger, A, S)
- AVHS & ITV not a better program - great level of use/everybody wins (Stan Rounds, A,S)
- Increase AVHS - school to work, 2+2 programs, concurrent enrollment (Stan Rounds, A, N)
- Strength/vision of board want to work with others for success AVHS great program - needs to continue to grow/ take to next level - expansion needed \*(Paul Campbell, A, S)
- AVHS helps introduce them to college life (Paul Campbell, A, S)
- Look at alternative school year/makeup and challenge AVHS (Stan Rounds, A, N)
- ITV is a great program (Joan Tucker, S)
- Area Vocational School (Frank Renz, S)
- ITV Network - (add - enclosed system need to address) (Frank Renz, S)
- To develop alternative instructional delivery through the Internet, ITV, Telecollege, AVHS, team teaching, and Continuing Education (Kelly Holladay, O)
- Updated ITV system equipment installations (Rich Fleming, S)
- AVHS free to local schools (Rich Fleming, S)
- Misunderstanding by counselors and parents of what AVHS is and its potential (Rich Fleming, W)
- Need more robust advertising of AVHS (Rich Fleming, W)
- Advertise benefits of AVHS education to students, counselors, and parents (Rich Fleming, O)
- Public Schools - 9 weeks on 2 weeks off - shorten summer break (to help with concurrent enrollment issues) \*\* (Dennis Atherton, A, N)
- More flexible scheduling with ITV (Regina Organ, O)
- Upgrade Telecollege (Jason Anderson, O)

## Scheduling

- Scheduling \*\*\* (Dennis Atherton, W)
- Good selection of classes/times (Kathi Bearden, S)
- Flex scheduling to meet needs (Dennis Atherton, A, N)
- College impact of local schedules (Dennis Atherton, A, N)
- Need Saturday classes for business people \* (Kathi Bearden, W)

- To offer creative class scheduling (For example: Saturday's or 6:45 in the morning) (Kelly Holladay, O)
- Link additional classes in evening to math (e.g. MA113A - MW 6-7:15 with EN113 MW 7:30 to 8:45). (Pat Gorman)
- Review class schedule for balance in time classes are offered and nights of the week. (Pat Gorman)
- Survey students for input into which classes and what times for schedule development. (Pat Gorman)
- Work with instruction to provide multiple start-up times for students (mini-semesters) (Regina Organ, O)
- Offer more classes in Hobbs at businesses/community/school facilities. (Pat Gorman)

## Location/Cost

- Isolation from rest of state creates tactical and political problems (Stan Rounds, T)
- Not centrally located in NM (Dennis Holmberg, W)
- Location (strength and weakness) (Harry Teague, A, S)
- Closeness to Texas (Frank Renz, O)
- Geographic location (Hildago, W)
- Affordable (Art Karger, S)
- Low tuition (Pat Wise, A, S)
- Low tuition (strength and weakness) (Harry Teague, A, S)
- Low cost (Rep. Bratton, S)
- NMJC provides a very good education for an inexpensive price (Dan Hardin, S)
- NMJC very affordable \*\* (Student)
- Cost to obtain a nursing degree relatively inexpensive, and provision of a high quality education (students are exceptionally prepared to work within the demands of health care) (Rich Fleming, S)

## Enrollment/Registration

- Implement on line registration (Steve McCleery, N)
- Increased enrollment in advanced classes (Rick Ferguson, A, S)
- Limited hours of operation for registration, 8am-5pm (Sam Oswald, W)
- Study options in staggering work hours to allow the registration area to remain open past 5pm (Sam Oswald, N)
- Potential to increase enrollments of incarcerated persons (Rich Fleming, O)
- Transcripts-delivery/mail to other colleges-not receiving then finding them in a pile on someone's desk \*\* (Art Karger, W)
- Well designed registration process including registration, participant follow-up, and evaluation, coordination and implementation of expenditures for class (Sam Oswald, S)
- Refine the telereg process so it does not allow students who have an "F" in a class that is a prerequisite for another class to enroll in the next class sequence. (Steve Davis)
- To Grow - working to increase population (Rep. Whitaker, O)
- Need more counselors and space to assist enrolling students (Rich Fleming, W)
- Potential for drop in FTE growth (Rich Fleming, T)
- Student/staff ratio during peak periods (Regina Organ, W)

## Recruiting/ Recruiting Issues

- Continue to expand recruiting efforts (Regina Organ, N)
- We need to continue to look for additional opportunities to recruit students \* (Steve McCleery, N)
- Being able to attract new students (Dan Hardin, T)
- Increased competition for high school graduates (Frank Renz, T)

- Marketing/Recruiting (Rich Fleming, W)
- Campus-wide plan for recruitment (Regina Organ, S)
- Diversify recruiting (Regina Organ, O)
- Increase the marketing efforts to attract more students. Keep exploring the distance education and the delivery of distance education. Keep exploring new programs (Dan Hardin, N)
- Come up with some means to more actively recruit and advertise. We have many fine technical programs that would benefit from this and this in turn would benefit more students. We must move outside of Lea County. Some of these programs will fail or discontinue if we don't find ways to attract students to NMJC. This could also mean that more dorm facilities will need to be considered. (Terry Halladay)
- Chance to increase minority enrollment (Rich Fleming, O)
- To reach Hispanics: (General Opportunities from Questions)
  - College will grow with Hispanics
  - Not expensive \*
  - JC offers the basics
  - The more exposure the better
  - Get involved with Cinco-de- Mayo
  - Decision to attend NMJC comes from student not the parent
  - Get information out on cost here at NMJC
  - Spend time in school system telling them about NMJC (early) \*\*
  - Bring select groups on campus at an earlier age
- Continue to upgrade services so we can bring in international students and be prepared for their diverse needs. (Student Services)
- Do more broad-based activities and recruitment with more staff. (Student Services)
- NMJC gives students opportunity to stay at home - allows students time to grow up (Art Karger, A, S)
- Competition from outside sources for students (military, other colleges, employers) (Regina Organ, T)
- Systematic approach to reach all Lea County students and provide basic education information (Regina Organ, S)
- Keep trying to get students from surrounding communities (Robert Wallach, A, N)
- Monty Newman recommended adoption of an elementary school child by individuals in clubs and organizations \*\*\*
- Limited scholarships for students (Rich Fleming, W)
- Provide scholarship money to Denver City, Seminole, Seagraves, and Plains. (Lisa Hardison)
- Offer every student with a 3.0 or better in the county with a scholarship. (Pat Gorman)
- Increase in funding to pay for potential students and parents hotel room or dorm room and meals at campus cafeteria while visiting the campus. (Lisa Hardison)
- Decrease the time needed to provide information to prospective students by improving computer access when off campus. (Will need a laptop, support from computer services, and possibly some additional computer equipment.) (Lisa Hardison Student Recruiting)
- Increase funds for orientation to provide an event directly impacting recruiting, retention, and image. (Lisa Hardison Student Recruiting)
- Increase funds to host both a fall and a spring open-house event. (Lisa Hardison)
- The overall quality/ability of incoming students has steadily deteriorated (Work ethics, study habits, attendance, initiative, self-motivation, language and basic skill levels seem to be declining) (Rich Fleming, W)
- Decline in number of students wanting to enter nursing (Rich Fleming, T)

- Increase the number of student workers in the student recruiting office to make phone calls to prospective students and host campus tours. (Lisa Hardison)
- Add one full time recruiter by Fall 2002. (Lisa Hardison)
- Add two part time recruiters by fall 2003. (Lisa Hardison)
- Increase Marketing and PR support. (Lisa Hardison)
- Two telephone lines for student recruiting office to provide improved customer service. (Current telephone cluster is at its maximum capacity) (Lisa Hardison)

## Retention/Retention Issues

- Need to work on ways to reduce the drop out rate of students in the nursing program. (Steve McCleery, N)
- Losing some long term students to other colleges and universities \*\* (Hermilo Ojeda, T)
- We need to focus not only on recruiting new students but also on our effectiveness in retaining the students we recruit (Renee Wharton, N)
- Expansion/Refinement of retention efforts (Rich Fleming, O)
- Ability to attract and retain students (Renee Wharton, T)
- Strides made with retention of students after their arrival (Regina Organ, S)

## Students/Student Issues

- Expand. Celebrate diversity (Pat Wise, A, N)
- Outstanding student body (Rep. Don Whitaker, S)
- Need more representation to groups (Students)
- Need info on child care - \*\*\*\*\* (Students)
- Need information on financial aid \*\*\*\*\* (Students)
- Continue to explore possibility of day-care on campus (Regina Organ, O)
- Over age 30 students need course in how to get through financial aid (Returning Student)
- Need better understanding of how loans work (Returning Student)
- Different space financial aid during orientation - separate groups (Returning Student)
- Student orientation - more information on financial aid \*\*\*\* (Returning Student)
- Need financial aid workshop put in newspaper/do this will in advance of classes. Maybe July before fall classes (Include Parents, Offer Spanish Version). \*\*\*\*\* (Returning Student)
- Commitment of staff to students (Regina Organ, S)
- Terrorist bombings may have negative impact on student visas (Regina Organ, T)
- Scary, Intimidating \*\*\* (Returning Student)

## Student Services

- Good working relationship within departments of Student Services (Regina Organ, S)
- We are usually the first personal contact with students and are proactive in meeting their needs (Regina Organ, S)
- Challenges with alcohol/drugs on campus (Regina Organ, W)
- Need better support for foreign students if we are going to continue to recruit them (Regina Organ, W)
- Customer service will continue to improve due to better utilization of space, added staffing, and more effective technology (Regina Organ, O)
- Improve Photo I.D. System (Regina Organ, N)
- Improve distribution of parking stickers (Regina Organ, N)

- Develop One-stop Shop Service Center (Regina Organ, N)
- Improve timeliness of schedule, catalog, and recruitment brochures (Regina Organ, N)
- Provide multiple services to students (Regina Organ, S)

## **Athletics**

- Conduct a study to determine what sport should be our next step towards compliance. (Richard Morris)
- Conduct a transportation study. (Richard Morris)
- Build another pool or enlarge the one we already have at Del Norte. (Kelly Holladay)
- Improvement in Title IX compliance (Regina Organ, O)
- Evaluate and add additional women's sports (Regina Organ, N)

## **Counseling**

- Assessment Center for Business/Industry - Work Skills Assessment. (Pat Gorman)
- Counselors' workshop(s) (Rich Fleming, O)
- Career Decision-Making Modules and tracking system of students. (Pat Gorman)
- Annual Computerized Degree Audit Update and planning for components of new one. (Pat Gorman)
- Installation and training of computerized version of CLEP. (Pat Gorman)
- Discussion, compilation and dissemination of Math, English and Reading test scores on Compass to each key feeder high school. (Pat Gorman)
- Review faculty-advising system - consider faculty/counselor-advising center. (Pat Gorman)
- Develop and distribute faculty advisor handbook - eventually in on-line format. (Pat Gorman)
- Gather information about programs that people seek which NMJC does not have and survey high school seniors and community members about un-met needs. (Pat Gorman)

## **Housing/Student Activities**

- Continue to develop food service operation (Regina Organ, N)
- Modernize eating area for all students (Regina Organ, N)
- Increase activities/games for both traditional/non-traditional students (Regina Organ, N)
- Continue to increase student opportunities through clubs, etc. (Regina Organ, N)
- Addition of activities position should increase intramurals/activities programming (Regina Organ, O)
- Prove additional resources are needed for safety training (housing students and staff) (Lance Caviness)
- Provide students a variety of social and educational events throughout the year (Lance Caviness)
- Improve intramural program. (Lance Caviness)
- Consider outside tables with umbrellas for student center eating/studying - possible for other area around campus to improve outside usage. (Pat Gorman)
- Offer activities in the summer if you collect activity fee. (Pat Gorman)

## **Professional Development/Staff Training**

- Professional development fund increases are needed due to funding being utilized for course-required travel, state meetings, and recruitment travel-needed to keep faculty current in their fields (Rich Fleming, W)
- In the past we were spread too thin, not enough money in the budget for training (Bill Kunko, W)
- Increase funds for faculty travel and professional development (Rich Fleming, O)
- Increase funding for faculty travel/professional development (Rich Fleming, N)

- For limited travel to workshops & conferences (Kelly Holladay, O)
- Provide technology/training to effectively deal with new and existing students (Pat Gorman)
- Develop professional growth plans for all staff. (Pat Gorman)
- Increase professional development opportunities for all (Regina Organ, N)
- To maintain current certifications and licensures as necessary (Kelly Holladay, O)
- Guard against putting training on back burner due to current status (Harry Teague, A, N)
- In-service training (made improvements, but need more) (Regina Organ, W)
- Lack of staff training \*\* (Steve McCleery, W)
- We need to develop and implement a plan for staff and board training (Steve McCleery, N)
- Staff training and development (Steve McCleery, T)
- Opportunity to meet needs for training of NMJC employees (computer skills, professional growth/training) (Sam Oswald, O)
- Evaluate training needs across campus and provide needed training. (Sam Oswald/Tim Perry)
- Develop and implement a mandatory training class(s) for all supervisors. They need assistance in their roles, responsibilities and duties. (Bill Morrill, N)
- Not educated on the campus processes that pertain to registration, counseling, bookstore, etc. (Bill Rash, W)
- Need mandatory training for support (new hires and in-service), no support from administration (Bill Rash, W)
- Ask for 1 day retreat for staffers (Bill Rash, N)
- Ask for mandatory training or special innovation speaker for Support and Maintenance Support Staff during in-service (Bill Rash, N)
- Develop training manuals and orientation sessions for each level of college employee. Could be offered as modules:
  - Procedures involved in preparing purchase requisitions, regulations regarding bids, Property completing travel documents
  - How to use the campus e-mail system; acceptable and unacceptable messages
  - Using Filemaker Pro (for other than student related tasks!)
  - Basic instruction in OSHA regulations and workplace safety issues
  - Instruction on college committees, their members, duties, responsibilities (Sharon Jenkins Library)
- Provide student workers with customer service training and phone etiquette (Beth Hancock/Dan Hardin)
- Have work training for student work-study. This would include the following training: customer service, how to use our telephone (s), how we want the NMJC work-study to answer the telephone, proper office/work attire and other general pertinent training. (Lisa Brown)

### Communication

- Establish an Information Bulletin Board in a glassed in Information Square outside around the center of campus. (Learning and Career Services)
- Increase community building among all staff through more social programming. (Pat Gorman)
- Lack of communication on informative issues (Bill Rash, W)
- Communication improvements — chain-of-command — and internal operational levels need drastic improvements (Rich Fleming, T)
- Sometimes communication is lacking (Rich Fleming, W)

- Implement a Communication/Decision Making Model -notes from meeting to all affected, who should be at a meeting or need to provide input for a particular topic, who is responsible to communicate to who, who need to know, whose areas are involved, how best to gather input or reactions from areas involved, etc. (Pat Gorman)
- Improve communication college-wide (Regina Organ, N)

## Staff/Staff Issues

- Staff (Steve McCleery, S)
- Staff (Robert Wallach, S)
- Quality of staff (Pat Wise, A, S)
- Training/support for employees is good (Harry Teague, A, S)
- Quality employees on all levels (Cc Nelson, S)
- Personnel (Rep. Bratton, S)
- Well qualified staff (Kathi Bearden, S)
- Good personnel (Bill Kunko, S)
- Capable people in the offices using the software (Bill Kunko, S)
- NMJC'S staff and faculty (Renee Wharton, S)
- Dedicated, hard-working, loyal, professional, enthusiastic staff (Rich Fleming, S)
- Teamwork and togetherness (Bill Rash, S)
- Unqualified people put into positions they don't have the credentials for (Bill Rash, W)
- Little or no representation on committees (Bill Rash, W)
- No employment contracts for staff (Bill Rash, T)
- Ask administrators to encourage staff to attend staff meetings (Bill Rash, N)
- Inquire about having a monthly staff person (recognition only) (Bill Rash, N)
- Inquire about getting recognition for staff in campus news (Bill Rash, N)
- Inquire about getting recognition in local newspaper for special staff functions (Bill Rash, N)
- Get more recognition from supervisors (Bill Rash, N)
- No compensation for extra duties added to job description after hired (Bill Rash, W)
- Job title doesn't fit job duties (Bill Rash, W)
- Need clarification on classes and the times they can be taken (Bill Rash, W)
- Able to take classes (Bill Rash, O)
- Reward staff for physical and mental fitness efforts and accomplishments. (Pat Gorman)

## Business Office

- Establish a mechanism to take care of message calls from student's family/friends to a student's teacher. In most situations the caller does not know who the teacher is. (Beth Hancock)
- Provide better copying machines on campus (Learning and Career Services)
- Allow the purchase or use of a storage unit located by McClean Hall for departments that require the storage and accessibility of hard copy records. (Lisa Brown)
- Processing time and "required" sign-offs for purchases create inordinate lag time in consideration and processing requests (Rich Fleming, W)
- Lack of heavy-duty coin or card copier upstairs-heavy student copying (Rich Fleming, W)

## Human Resources

- Implement “special pay scales” in specified areas of instruction. (Steve Davis)
- Redo full-time job descriptions. This will ensure we have the essential functions of the job listed, aid us in complying with the ADA, and keep us up-to-date on the latest/best job descriptions available. (Lisa Brown)
- Produce part-time job descriptions. This will ensure every job at NMJC has a job description and is classified within the proper job classification. It will also ensure we have the essential functions of the job listed, aid us in complying with ADA, and keep us up-to-date on the latest/best job descriptions available. (Lisa Brown)
- Prepare a process of evaluation including an evaluation form/format for evaluating professional and support staff on an annual basis. This will enable us to improve upon our present process and ensure compliance with federal and state laws. (Lisa Brown)
- Employ a full-time compensation specialist to administer our salary plan, job descriptions, salary surveys, etc. We recommend employing a consultant to develop the job descriptions and performance appraisal plan. (Lisa Brown)
- Develop a process in which human resources is included on every professional and faculty selection committee and is aware of all support selection committees or processes. This would help ensure compliance with applicable employment laws throughout the selection process, avoid confusion, increase communication, and streamline the hiring/selection process. (Lisa Brown)

## Computer Center

- Board support for technology and the commitment to keep the college upgraded is a strength (Dan Hardin, S)
- Sound network (Bill Kunko, S)
- Infrastructure (Cabling) is in place (Bill Kunko, S)
- We have the opportunity to provide cutting edge hardware, software and support to our computer users (Bill Kunko, O)
- We need to purchase and implement a new administrative software package (Kunko, N)
- Move forward with selection of administrative software package with JASI consortium and make a strong commitment and priority to its implementation. (Renee Wharton, N)
- We need to update administration software (Steve McCleery, N)
- Lack of functional administrative software (Steve McCleery, W)
- Improve administrative software (Regina Organ, N)
- No integrated administrative software system in place, which makes communication and effective tracking/reporting/assessment difficult and time consuming (Renee Wharton, W)
- Providing high-speed Internet connections in each dorm room. (Lance Caviness)
- Network the dorm rooms (Bill Kunko, N)
- After Internet connectivity is achieved, provide computers for each room. (Lance Caviness)
- Do not have computer network or e-mail access for security employees (Bill Morrill, W)
- Develop and implement an archival/backup system for institutional documents (Renee Wharton, N)
- We need to have an archival/backup system for the entire campus (Bill Kunko, N)
- Implement a storage area network (SAN) (Bill Kunko, N)
- Devise a records management system for use within all areas of NMJC. Purchase an electronic filing/data storage system. Provide training to users. (Lisa Brown)
- Improve computer tech support and Access support. (Vera Gilleland)
- Added three more staff members (Bill Kunko, S)

- Provide a programmer to load the on-line application and registration modules onto the system (Robert Bensing)
- On-line registration (Steve McCleery, N)
- Provide student access to grades on the Internet. (Robert Bensing)
- Installation and training of computerized version of CLEP. (Pat Gorman)
- Improve accessibility to on-line forms - registration, financial aid, etc. (Regina Organ, N)
- Integrate the various databases being independently maintained across campus into one unified resource. This will aid in: reducing waste through repetition, reduce the probability of error, increase the usability of that very valuable commodity, our information re. (Sharon Jenkins)
- Move SSS Access database to the server. (Gayle Abbott)
- Effective technology usage across departments and accessibility to students (Regina Organ, S)
- Train technology staff (Bill Kunko, N)
- Webmaster addition/Coordination of the web page expansion (Regina Organ, O)
- Weak in web-based technology (Regina Organ, W)
- Computer hacking issues as they change and would relate to our campus (Bill Morrill, T)

## Events/Audio Visual

- Plan is in place for room/facility scheduling (Jason Anderson, S)
- Software in use to track room/facility usage (Jason Anderson, S)
- Office space has easy access for clients/users of NMJC facilities to meet with coordinator of the department (Jason Anderson, S)
- Good coordination with other departments on campus that play roles in the set up and implementation of events. ( Maintenance, Security, Food Services, PR/Mkt., Continuing Education/Community Services) (Jason Anderson, S)
- Acquisition of additional/replacement TV/VCR units in this year's budget (Jason Anderson, S)
- Coordination with Event Center (Jason Anderson, S)
- Good signage across campus for special events (Jason Anderson, S)
- Adequate time for multiple events on given day (Jason Anderson, W)
- Data input of room usage because of reporting delays from users of facilities (Jason Anderson, W)
- Occasional by-passing of coordinator for room set-ups (Jason Anderson, W)
- Occasional down time of equipment when waiting in replacement parts to arrive (Jason Anderson, W)
- Negative attitudes from users of facilities and equipment against the department when needs are not met (Jason Anderson, T)
- Increase in community usage of facilities (Jason Anderson, O)
- Communicate the need for departments to respond to data requests after using room/facility (Jason Anderson, N)
- Provide backup AV units for emergency use (Jason Anderson, N)
- Revise inventory check-out form/process for tracking purposes (Jason Anderson, N)
- Purchase additional signage systems (Jason Anderson, N)

## Security

- Strong commitment from Board, President and Vice-Presidents to make campus a safer environment (Bill Morrill, S)
- Presently have a full time Director of Security/Emergency Management. This should ultimately help control the cost of insurance and litigation expenses by having thorough incident reports completed on personal injury and general liability claims. (Bill Morrill, S)

- Continual litigation for personal injuries and other claims (Bill Morrill, T)
- Prior experience in dealing with OSHA, EPA, ADA and incident investigations by the Director of Security/Emergency Management (Bill Morrill, S)
- Have an up to date and thorough NMJC Safety Manual and Emergency Management Plan for Critical Incidents in the hands of every employee on campus (Bill Morrill, S)
- Main objective for Security is to make the campus a safer environment for students, employees and visitors. Utilization of the Safety Manual and Emergency Plan will enhance this effort if used properly. (Bill Morrill, O)
- Modification of security assignments to include preventative safety issues (Regina Organ, O)
- 24-hour communication ability with security employees and/or Director of Security (Bill Morrill, S)
- Tenure in Security Employees (Bill Morrill, S)
- Have the proper staffing for 24-hour security operations, 365 days a year (Bill Morrill, S)
- Willingness of security employees to work closely with all students (Bill Morrill, S)
- Desire of security employees and ability to communicate with the students on all levels (Bill Morrill, S)
- Closer working relationships between security and other department within the college (Bill Morrill, S)
- Increased visibility of security at student activities and college functions (Bill Morrill, S)
- An opportunity exists for security employees to gain a greater understanding of our students and employees through professional development (Bill Morrill, O)
- Provide reliable and efficient transportation for Security (Regina Organ, N)
- Re-evaluate 2-way traffic (Regina Organ, N)
- Change the circle to two way traffic (Bill Morrill, N)
- To provide traffic information for students - how to traverse the various traffic lanes, pay attention to painted arrows, change lanes. (Learning and Career Services)
- Inability to properly control the speed limits on the campus (Bill Morrill, W)
- Improve crime statistics data collection and reporting (Regina Organ, N)
- Campus is vulnerable for disruptive activities, which could affect the daily operations. (Bill Morrill, T)
- General student on student violence as well as non-student on student violence, which occurs (Bill Morrill, T)
- Employee discipline is being conducted for violations of campus safety procedures (Bill Morrill, S)
- Have limited employee training for campus evacuation and emergency plan activations. Have not conducted emergency action drills since the new manual was written. (Bill Morrill, W)
- Provide security employees additional training in the area of OSHA compliance issues in an effort to make the campus safer for students and visitors (Bill Morrill, O)
- Do not have a process in place to identify who is a student on campus and who is not. Overall security concerns for non-students being on campus and disrupting campus activities (Bill Morrill, W)
- Lack of students carrying their NMJC student identification cards or not registering their vehicle for on campus use (Bill Morrill, W)
- Do not have an Emergency Management budget. The Director presently uses the Security budget to supplement the Emergency Management areas. This takes away from the Security budget and things that are needed to continue with the day-to-day operation. (Bill Morrill, W)
- Audible warning in each building/classroom to warn students and instructors of impending danger (i.e. storms) (Bill Morrill, N)
- Additional security measures at both dorms. Would like alarms on both back doors to sound when entering or exiting through these doors (Bill Morrill, N)

- Video camera and recording system in Caster (Bill Morrill, N)
- Phone system in each building (hallway) for instructors to use at night or students to use during the day. I would like the phone to be a direct dial to security dispatch (Bill Morrill, N)
- Lack emergency weather warning capabilities. Presently two National Weather Warning radios are used for notification of weather related emergencies. The Director of Security/Emergency Management's office location limits the availability of properly using the radio due to interference. (Bill Morrill, W)
- Improving the security of all computer networking/computer functions to help maintain confidentiality for all students as required by federal and state laws (Bill Morrill, O)
- Continual focusing on ADA upgrades (Bill Morrill, O)