



Strategic Plan 2010 - 2016

NMJC
New Mexico's premier community college

NMJC Strategic Plan

2010 – 2016

Adopted by the NMJC Board

December 17, 2009



NEW MEXICO
Junior College

Mission

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

Vision

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

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Introduction:

New Mexico Junior College was founded as the first junior college in the State of New Mexico on July 1, 1965. NMJC, or “The JC” as it is known unofficially throughout the state, receives tax-based financial support from the college district including the Eunice, Hobbs, Jal, Lovington and Tatum school districts. In addition, the college is a public institution of higher education receiving State of New Mexico funding support from the Higher Education Department as authorized by the State of New Mexico Legislature.

From humble beginnings in the 1960’s the college has grown to become a residential community college with athletics programs of national renown , a campus of over 30 buildings, over 10,000 credit and non-credit students per year and a campus family of over 260 faculty and staff. In fact, in 2009 NMJC was the number one higher education provider of workforce training in the State of New Mexico serving over 5,000 non-credit students. No institution, including the state’s three largest colleges and universities were able to match “The JC” for training the state’s workforce in 2009. Long a leader in providing dual credit opportunities to high school students, NMJC has developed some of the most active dual credit programs in the state including a unique, cost saving, partnership with Jal Schools wherein high school seniors are fully enrolled in college-level classes throughout their final year of high school.

Turbulent Times

Yet, despite the continuing success of NMJC, the college is facing turbulent times and challenges resulting from the national economic crisis. Funding for public institutions of higher education in New Mexico has been severely affected by the state budget pressures. NMJC, despite substantial local support, has not been immune to the negative impact of state funding changes. In 2009 the college experienced a 9% reduction in state funding and when the planned cuts in 2010 are factored into the equation, NMJC will experience a 25-27% decline in state funding for the 2010/2011 period. However, during this same period of reduced funding, NMJC enrollment has climbed 17%. Thus, like many other institutions, NMJC is expected to serve more students with fewer and fewer resources. Also, during the first ten months of 2009, the NMJC service region experienced an increase in the rate of unemployment that was 2.3 times higher than the increase in New Mexico statewide unemployment and a faster rate of growth than the national unemployment rate. Clearly, residents and businesses in the NMJC service area have been hard hit by these difficult economic times.

It is in this context, that of a long-serving, highly successful institution struggling with erratic funding and, at the same time, being expected to serve a growing student body nearly desperate for the new opportunities offered by education that NMJC leaders must plan for the future.

This plan is the outcome of dozens of meetings both internal to the campus and with community and state leaders. Students have weighed in with their issues, concerns, and needs and the NMJC elected Board has listened to their messages. The plan is not “all things to all people” nor is it representative of a “more of the same” attitude. The plan reflects thoughtful deliberations, priorities placing student success above all else, and a firm commitment to continue on the path of success NMJC has enjoyed for over four decades of service to the citizens of Lea County and the State of New Mexico. Consistent with the principle we articulated at the beginning of the planning process, “Every voice heard, not every idea included,” the plan is strategic in nature and focuses on the activities that are core to the mission of NMJC and, at the same time, cognizant of the challenges presented by these very turbulent times in our nation and in the higher education sector, in particular.

Realities for the future:

As any institution begins the process of looking to the future it must take stock of critical environmental realities that will exist...regardless of actions taken by the organization. It is within the context of this environmental reality, of events and actions that will occur that an organization must plan its future. NMJC has identified five such “realities” that will affect the context of our world as we know it in the coming years.

- **Funding pressure, reduction, and unpredictability.**
Reductions in state funding are a reality for all public institutions in New Mexico. Currently, state analysts are predicting that it will be 2014 before New Mexico state revenues recover to levels known in 2008/09, a period of financial strength and stability for the state. Further complicating the challenges that NMJC, and other institutions, will encounter is the unpredictability of these changes in state funding levels.
- **External requirements for accountability and effectiveness.**
As part of our accreditation requirements, NMJC is expected to participate in a meaningful process of assessing student learning outcomes. The college is accountable to the Higher Learning Commission as well as the New Mexico Higher Education Department with regards to the processes for assessing student learning. In addition to these requirements, NMJC anticipates new external pressures for accountability and operational effectiveness resulting from federal requirements as well as changes in state-level expectations emanating from Santa Fe.
- **Changing student demographics/profile.**
NMJC enjoys a student body that comes from all walks of life. With an average age of 30, the NMJC student body is a rich mixture of traditional students, working students, first-generation students, men, women, and cultures. Over the coming years it is projected that the composition of the student body will continue to change, displaying even more richness. The challenge for NMJC faculty and leadership will be to meet the ever changing needs of these varied groups with specific emphasis on the opportunities and challenges of first-generation students.

- **2015 HLC Self-Study re-accreditation.**

In 2015 the Higher Learning Commission (HLC) will review the NMJC Self-Study for Re-accreditation and send a team to the campus for the purpose of determining whether or not NMJC will continue to be accredited by the HLC. This is a once every ten year process for colleges accredited by the HLC and is an event of singular importance. The fact that this activity occurs in 2015 is important for several reasons. First, of course, is the commitment of NMJC to remain accredited and in good standing with the Higher Learning Commission. The fact that this evaluation occurs in 2015 is a driving factor in the decision to present this current strategic plan as a six year document, for the period 2010-2016, versus the traditional five year term. By offsetting the plan by one year from the HLC evaluation, NMJC will have the opportunity to use the information and lessons from the reaccreditation as guides in the development of the new strategic plan for the 2016-2020/21 period.

- **Turnover in senior leadership.**

The current age of NMJC senior leadership coupled with the natural movement resulting from professional opportunities suggests that the college is facing a major turnover in senior leadership over the next five years. Given the stability of NMJC leadership over the years and the current period of regulatory and financial turmoil at the state level, this impending change in leadership cannot be discounted as a factor that has to be taken into account when planning for the future.

Planning Process

The process for developing this plan included an extensive series of meetings and surveys that took place over a four month period beginning in August 2009. The process began when staff from the Institutional Effectiveness office met with virtually every division leader and line manager in a series of one-on-one meetings in August. During these meetings, leaders and managers offered their views of past years activities, their views of opportunities engaged and missed, thoughts about opportunities for the future, and specific resource needs. These meetings were followed by meetings of the senior leadership. In September and October the campus community participated in a series of internal surveys utilizing Survey Monkey online tools.

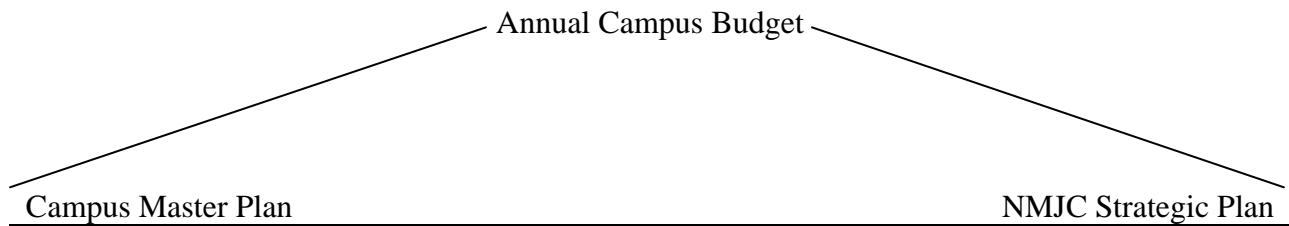
In November, NMJC leadership including members of the NMJC Board engaged in a two day series of stakeholder meetings. During these meetings the NMJC leaders listened to issues, concerns, suggestions, and observations from a wide range of community and state leaders including: area legislators, local elected officials, leaders from the five regional school districts, local business leaders, local economic development leaders, students, and members of the NMJC faculty and support staff. In addition, phone conferences were held with key state finance staff from the Department of Finance and Administration and the Legislative Finance Committee.

Throughout the process the NMJC campus community has been kept informed of the planning activities by way of continual updates on the college website. Complete, unedited results of the campus surveys have been made available to all members of the campus community.

The planning process, from start to finish, has operated with the guiding principle, “Every voice heard, not every idea included.” We have consistently sought to listen to all stakeholders who have an interest in the continued success of NMJC but have also been sure to note that the objective of this process is a strategic plan that guides the campus in allocating limited resources to those projects and activities that best serve NMJC’s current and future students as well as the communities we serve.

Triangulation

The Strategic Plan is one of three key documents that serve as guides for college operations. It is important to understand that each of these documents is developed in relationship to the other and that together they form the foundation for planning and executing college operations. The NMJC Campus Master Plan is a document that details plans for maintaining campus facilities and for development of new, necessary facilities to support the objectives of the Strategic Plan. The Master Plan document was last updated in 2005 and sets forth long-range plans covering the next 20-25 years of campus facility management and development. The third document is the annual campus budget which allocates annual funding to campus activities. Allocation of resources is the single most important activity in support of the Strategic Plan and Master Plan.



Strategies and Objectives:

- 1. Student Success** – NMJC will improve the quality of student success and engagement across all segments of the student population regardless of credit-bearing status.

Objectives

- 1.1 Increase NMJC graduation rates (including degrees, certificates and licensure).
- 1.2 Increase NMJC student transfer rates to four-year institutions.
- 1.3 Increase NMJC fall-to-fall and fall-to-spring student retention rates.
- 1.4 Improve community and employer feedback on the quality of students emerging from NMJC programs.
- 1.5 Improve student engagement and satisfaction as reflected in CCSSE and Noel Levitz measures.
- 1.6 Support students with relevant and effective career services.

- 2. Communications** – NMJC will increase awareness of college programs, activities, opportunities, and accomplishments within the public, among internal members of the campus community, and within all K-12 communities within our region.

Objectives

- 2.1 Increase public awareness of NMJC programs, activities, accomplishments and opportunities.
- 2.2 Improve internal communications.
- 2.3 Support internal sense of community among all employees and students.
- 2.4 Increase awareness of, and respect for NMJC programs within all segments of the K-12 communities.
- 2.5 Develop and implement an institutional plan for marketing the college and engaging the community.

- 3. Resource Management** – Particularly during this extended period of state financial instability, NMJC will focus on efficient management of resources including special efforts to develop new sources of funding. With a goal of maintaining essential services and programs, the college will prepare a plan to withdraw from low priority programs that have become ineffective in terms of resource allocation or that no longer meet the priorities of our student populations and the community.

Objectives

- 3.1 Develop new resources and sources of funding.
- 3.2 Identify and phase out low priority/legacy programs that no longer meet the changing needs of our student population.
- 3.3 Evaluate all programs and operations to improve, when possible, cost efficiencies.

- 4. NMJC as a Learning Organization** – the college will engage in programs and activities designed to support development of NMJC as a Learning Organization [*a learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights: Garvin, et al, 2008*] with the goal of creating an operating culture focused on continuous improvement of all programs and activities.

Objectives

- 4.1 Benchmark key programs and processes against best practice models from other organizations.
- 4.2 Address and resolve all remaining issues from the 2005 HLC Visit Report.
- 4.3 Achieve a positive HLC review in 2015 and reaffirmation of college accreditation.
- 4.4 Develop departmental level methods of evaluating and reporting program and activity quality.

- 5. Leadership and Faculty** – In recognition of the impending turnover in executive leadership and the ever-present need for maintaining a high quality faculty, NMJC will engage in specific programs and activities designed to attract, develop, and retain experienced professional leadership and highly competent professional faculty.

Objectives

- 5.1 Increase faculty engagement in internal as well as community activities.
- 5.2 Engage in active professional development programs for faculty and campus managers.
- 5.3 Reduce faculty and employee turnover rates.
- 5.4 Develop a plan and associated practices to actively identify and employ quality faculty and staff.

- 6. Educational Quality** – NMJC academic leaders, working closely with faculty, will develop and implement a focused effort to evaluate course content and instructional effectiveness with the goal of continuing to improve course quality across all delivery mediums and on an ongoing basis.

Objectives

- 6.1 Improve student learning outcomes across all modes of instructional delivery.
- 6.2 Meet, or exceed, institutional learning objectives.
- 6.3 Engage all faculty (full-time and part-time) in student learning and assessment activities.
- 6.4 Develop methods of assessing and reporting student learning outcomes in non-credit programs and courses.
- 6.5 Promote continued growth of online courses and courses delivered through alternative modes (iTV, etc.).

Methods of Measurement and Benchmarking

Strategic Objectives and Outcomes:

NOTE: The annual Performance Based Indicators (PBI's) that NMJC uses to report activities and results to the State of New Mexico are at the core of this reporting matrix. Although this reporting matrix ties the individual PBI's to the most relevant objectives, it is worth noting that the various PBI's could each relate to multiple objectives.

Student Success	Method of Measuring and Benchmarking
1.1 Increase NMJC graduation rate.	<ul style="list-style-type: none">• PBI Reporting – Indicators 1 & 10• Annual IPEDS Reporting
1.2 Increase NMJC student transfer rates to four-year institutions.	<ul style="list-style-type: none">• PBI Reporting – Indicators 1 & 9• Student Clearinghouse Tracking Reports
1.3 Increase NMJC fall-to-fall and fall-to-spring student retention.	<ul style="list-style-type: none">• PBI Reporting – Indicators 7 & 8• Annual IPEDS Reporting• Internal tracking reports
1.4 Improve community and employer feedback on the quality of students emerging from NMJC programs.	<ul style="list-style-type: none">• Biennial Community Feedback Surveys and Forums
1.5 Improve student engagement and satisfaction.	<ul style="list-style-type: none">• CCSSE survey• Noel Levitz survey
1.6 Support students with relevant and effective career services.	<ul style="list-style-type: none">• PBI Reporting Indicators 2, 5 & 9
Communications	
2.1 Increase public awareness of NMJC programs, activities, accomplishments and opportunities.	<ul style="list-style-type: none">• Periodic (24-36 months) community surveys and focus group evaluations
2.2 Improve internal communications.	<ul style="list-style-type: none">• Noel Levitz Employee Climate Survey
2.3 Support internal sense of community.	<ul style="list-style-type: none">• Noel Levitz Employee Climate Survey
2.4 Increase awareness of, and respect for, NMJC programs within all segments of the K-12 communities.	<ul style="list-style-type: none">• Focus groups and meetings with K-12 stakeholders
2.5 Develop and implement an institutional plan for marketing the college and engaging the community.	<ul style="list-style-type: none">• Community stakeholder feedback and focus group evaluations.• Community participation in college activities.
Resource Management	
3.1 Develop new resources and sources of funding.	<ul style="list-style-type: none">• NMJC Foundation balances• External funding totals• NMJC finance reporting

3.2 Identify and phase out low priority/legacy programs that no longer meet the changing needs of our student populations.	<ul style="list-style-type: none"> • NMJC annual strategic plan reporting • Individual program reviews
3.3 Evaluate all programs and operations to improve, when possible, cost efficiencies.	<ul style="list-style-type: none"> • NMJC internal documents and annual strategic plan reporting
NMJC as a Learning Organization	
4.1 Benchmark key programs and processes against best practice models from other organizations.	<ul style="list-style-type: none"> • The Advisory Board Company studies and reports • NMJC annual strategic plan reporting
4.2 Address and resolve all remaining issues from the 2005 HLC Visit Report.	<ul style="list-style-type: none"> • Evaluation of HLC report
4.3 Achieve a positive HLC review in 2015 and reaffirmation of our college accreditation.	<ul style="list-style-type: none"> • Outcome of 2015 report and visit
4.4 Develop departmental level methods of evaluating and reporting program and activity quality.	<ul style="list-style-type: none"> • Development of evaluation mechanism and process • Annual IE Office Report of Activity
Leadership and Faculty	
5.1 Increase faculty engagement in internal as well as external activities.	<ul style="list-style-type: none"> • CCFSE survey
5.2 Engage in active professional development programs for faculty and campus managers.	<ul style="list-style-type: none"> • NMJC annual strategic plan reporting • CCSSE for Faculty
5.3 Reduce faculty and employee turnover rates.	<ul style="list-style-type: none"> • NMJC HR annual reporting
5.4 Develop a plan and associated practices to actively identify and employ quality faculty and staff.	<ul style="list-style-type: none"> • Qualifications of new hires. • Ability of new hires to engage effectively with all segments of the student population.
Educational Quality	
6.1 Improve student learning outcomes across all modes of delivery and student segments.	<ul style="list-style-type: none"> • NMJC Annual Assessment Report • HED Report of General Education Outcomes • PBI Reporting – Indicators 3 & 4
6.2 Meet, or exceed, institutional learning objectives.	<ul style="list-style-type: none"> • NMJC Annual Assessment Report
6.3 Engage all faculty (full-time and part-time) in student learning and assessment activities.	<ul style="list-style-type: none"> • CCSSE survey • CCFSE survey
6.4 Develop methods of assessing and reporting student learning outcomes in non-credit programs and courses.	<ul style="list-style-type: none"> • Assessment and reporting mechanism • NMJC Annual Report of Non-Credit Student Learning Outcomes
6.5 Promote continued growth of online courses and courses delivered through alternative modes.	<ul style="list-style-type: none"> • NMJC enrollment reporting • PBI Reporting – Indicator 6

NMJC Core Reporting Requirements to External Agencies:

- State of New Mexico Performance Based Indicators (PBI's)
 - 1) Percent of students successful after 3 years.
 - 2) Percent of students placed in jobs in New Mexico.
 - 3) Percent of Hispanic students enrolled.
 - 4) Percent of Hispanic graduates.
 - 5) Number of students enrolled in area vocational school.
 - 6) Number of students enrolled in distance education.
 - 7) Percent of programs with stable or increasing enrollment.
 - 8) Percent persisting to the following spring.
 - 9) Percent placed in jobs or continuing education in New Mexico.
 - 10) Percent complete within 150% of time.Reports at: <http://www.nmjc.edu/administration/institutionaleffectiveness.aspx>
- U.S. Department of Education IPEDS (Annual reporting)
- General Education Assessment Report to the NM Higher Education Department
1st Annual report published in 2008
2nd Annual report published in 2009
Reports at: <http://www.nmjc.edu/facultyandstaff/assessmentofstudentlearning.aspx>

NMJC Core Reporting – Internal

- NMJC Annual Report of Student Learning Outcomes
1st report posted November 2009
Report at: <http://www.nmjc.edu/facultyandstaff/assessmentofstudentlearning.aspx>
- NMJC Annual State of the College Report (1st report will be published in Jan. 2010)

What, Who and When

- What activities will be undertaken in support of the strategies?
- Who will be responsible for each activity?
- When will the activity be completed?
 - Immediate: primary activity to be completed within 1 year.
 - Intermediate: activity to be completed within 2-3 years.
 - Ongoing: activity is ongoing in nature.

1. Evaluate and re-design face-to-face orientation.	VP for Student Services	Immediate
2. Create an NMJC/High School task force to evaluate remedial studies issues and to develop a coordinated effort to address the challenge of remedial studies.	VP for Instruction	Intermediate
3. Develop and publish a 24 month calendar of courses for the purpose of better supporting student curriculum planning.	Dean of Enrollment Management	Immediate
4. Conduct an in-depth study of the effectiveness of transitional studies courses and outcomes related to the future success of students on the NMJC campus.	Director of Institutional Effectiveness	Immediate
5. Document and implement course pre-requisites established by the academic departments and the processes by which these pre-requisites are reviewed and enforced.	Dean of Enrollment Management	Intermediate
6. Evaluate the “flow” of student activities through an academic period (the process of counseling, connection to faculty, etc.).	Director of Institutional Effectiveness	Intermediate
7. Enhance current partnerships with baccalaureate and graduate programs on campus and enhance current programs such that NMJC students have clear pathways to Bachelor and Masters degrees while remaining on the NMJC campus.	VP for Training and Outreach	Intermediate
8. Create an enrollment management plan and implement organizational changes as required to support the plan.	VP for Student Services	Immediate
9. Develop and implement a formal plan for retention services including specific strategies and objectives.	VP for Instruction	Immediate
10. Create a Student Life Plan	VP for Student Services	Immediate
11. Develop a strategic communications plan	Director of Public Relations and Marketing	Immediate

12. Implement Ch. 19 educational programming	Director of Public Relations and Marketing	Immediate
13. Develop plans and activities to identify and engage former students (alumni) of NMJC.	NMJC Foundation (TBD)	Ongoing
14. Develop a plan for engaging current and emerging technologies in delivery of educational material and campus communications.	Director of IT Services	Ongoing
15. Evaluate best practices related to student communications. Develop and implement a plan for communicating with all active students.	Director of IT Services	Intermediate
16. Implement the proposed Equine program (evaluate new opportunities?).	President	Intermediate
17. Evaluate the current campus organization and operating structure. Realign duties and responsibilities for the purpose of best serving this plan as well as the ongoing needs of the campus community.	President	Immediate
18. Conduct a program review that evaluates cost and effectiveness of programs. Develop a specific list of high cost/low priority programs to be phased out during this plan period.	VP for Finance	Intermediate
19. Create and implement a development plan that identifies new sources of funding and coordinates solicitation of those funds.	VP for Finance	Ongoing
20. Develop a new system of course scheduling on best practice models that meet student needs and preferences.	Dean of Enrollment Management	Intermediate
21. Develop a new system of facility scheduling on best practice models.	VP for Finance	Immediate
22. Recruit faculty and staff who reflect the various segments of the student population.	HR Director	Ongoing
23. Prepare a self-study.	Director of Institutional Effectiveness	Immediate
24. Prepare the 2015 HLC self-study.	Director of Institutional Effectiveness	Ongoing
25. Conduct best practice evaluations and benchmarking of key programs and processes.	Director of Institutional Effectiveness	Ongoing
26. Conduct operational process reviews for the purpose of identifying opportunities to improve efficiency of systems.	Director of Institutional Effectiveness	Ongoing
27. Continue leadership development classes.	President	Ongoing
28. Complete and present leadership succession plan to Board.	President	Immediate

29. Evaluate staff and faculty employment benefits related to education policies and practices for employees pursuing degrees.	HR Director	Intermediate
30. Engage all faculty (full-time and part-time) in student learning and assessment activities.	VP for Instruction	Ongoing
31. Simplify and enhance the assessment process.	VP for Instruction	Immediate
32. Engage all delivery modes in the assessment process.	VP for Instruction	Immediate
33. Create and implement a plan for faculty professional development and engagement.	VP for Instruction	Intermediate
34. Resolve outstanding issues from the 2005 HLC Self-study report.	Director of Institutional Effectiveness	Intermediate
35. Promote online courses, programs and degrees.	Dean of Training and Outreach	Ongoing
36. Evaluate and update current career service support for students.	VP for Student Services	Ongoing
37. Develop and implement institutional marketing and community engagement plan.	Director of Public Relations and Marketing	Immediate
38. Develop and implement new recruitment and hiring policies for faculty and staff.	HR Director	Intermediate

Alignment of Strategies and Activities

	Student Success	Communications	Resource Management	Learning Organization	Leadership and Faculty	Educational Quality
1. Evaluate and re-design face-to-face orientation.	x					x
2. Create an NMJC/High School task force to evaluate remedial studies issues...	x					x
3. Develop and publish a 24 month calendar of courses...	x					x
4. Conduct an in-depth study of the effectiveness of transitional studies...	x					x
5. Document course pre-requisites established by the academic departments...	x					x
6. Evaluate the "flow" of student activities through an academic period...	x					x
7. Enhance current partnerships with baccalaureate and graduate programs...	x			x		x
8. Create an enrollment management plan...	x					x
9. Develop and implement a formal plan for retention services...	x					x
10. Create a Student Life Plan.	x					
11. Develop a strategic communications plan.		x				
12. Implement Ch. 19 educational programming		x				
13. Develop plans and activities to identify and engage former students...		x				
14. Develop a plan for engaging current and emerging technologies...	x			x		x
15. Evaluate best practices related to student communications...	x	x		x		
16. Implement the proposed Equine program.	x		x			x
17. Evaluate the current campus organization and operating structure.				x	x	
18. Conduct a program review that evaluates cost and effectiveness of programs.			x	x		
19. Create and implement a development plan...			x			
20. Develop a new system of course scheduling...	x		x			x
21. Develop a new system of facility scheduling on best practice models.			x			
22. Recruit faculty and staff who reflect the various segments...	x			x	x	x
23. Prepare a mid-cycle self-study.	x	x	x	x	x	x
24. Prepare the 2015 HLC self-study.	x	x	x	x	x	x
25. Conduct best practice evaluations and benchmarking of key programs...				x		
26. Conduct operational process reviews...				x		
27. Continue leadership development classes.					x	
28. Complete and present leadership succession plan to Board.					x	

Alignment of Strategies and Activities

	Student Success	Communications	Resource Management	Learning Organization	Leadership and Faculty	Educational Quality
29. Evaluate staff and faculty education policies and practices...				x		
30. Engage all faculty (full-time and part-time) in student learning...	x				x	
31. Simplify and enhance the assessment process.	x				x	
32. Engage all delivery modes in the assessment process.	x				x	
33. Create and implement a plan for faculty professional development...	x		x		x	
34. Resolve outstanding issues from the 2005 HLC Self-study report.	x	x	x	x	x	x
35. Promote online courses, programs and degrees.	x		x			x
36. Evaluate and update career service and support for students.	x					
37. Develop and implement institutional marketing plan...		x				
38. Develop and implement new recruitment and hiring policies...				x	x	

Flexibility and Responsiveness:

Strategic Plans serve as a guide for the organization and as a means for capturing the discipline of plans, outcomes and accountability. As such, they can be critical documents in an organization's life. However, two dangers are ever-present when an organization commits to a strategic plan. One, as has often been recognized, is that an organization commits in spirit to the plan, places the final document on a shelf, and only infrequently takes the plan off the shelf. The other danger is that the plan becomes the inviolable guide, the document that details not only what can be done but, by exclusion, what cannot be done.

The NMJC Board identified organizational flexibility as a priority for this planning cycle. This desire for flexibility is entirely consistent with the need to continually review strategic plans and activities for the purpose of determining if circumstances demand new plans or if the old plans simply are not working.

This plan has a mechanism built in which allows for flexibility and responsiveness to new opportunities or for rejection of failed plans. That mechanism is the bi-annual meeting of the strategic planning core group and is outlined in the following section. One of the very specific charges to this group will be to determine if the plan is meeting NMJC needs and objectives and, as necessary, to amend the plan to align it with changing needs and opportunities. It is not intended that the plan be changed every year. Rather, the plan will remain a stable guide and will be subject to meaningful amendment only as required.

Plan Accountability

In addition to the reporting of objective outcomes imbedded within this plan, it is important that the plan itself, as a living document, be held accountable. That is, the overall outcomes resulting from the plan and associated activities should be documented and reported on a regular basis. Consistent with this philosophy, the plan establishes two major reporting processes for the overall strategic plan.

1. Development of an annual State of the College Report to be presented to the NMJC Board and published for campus and community wide review. This report will document the status of all measurable objectives identified in the plan and will include an annual message from the college president.
2. The core steering group for the strategic plan, approximately 20 managers and campus leaders, will meet twice a year for the purpose of reviewing the status of all plan activities and progress towards plan objectives.