



NEW MEXICO JUNIOR COLLEGE
**ACADEMIC
MASTER PLAN**
2024 - 2030





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NMJC Mission

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

NMJC 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.

NMJC Values

New Mexico Junior College is committed to the following values in support of its mission as we provide services to a diverse college community. New Mexico Junior College defines college community as its students, employees, partners, and citizens of the area we serve.

ACCESS

EXCELLENCE

RESPONSIVENESS

COMMUNITY

EFFECTIVENESS

INVOLVEMENT

Institutional Student Learning Outcomes

COMMUNICATION

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

CRITICAL THINKING and PROBLEM SOLVING

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

SELF and COMMUNITY

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

What it means to be an NMJC Student

- Use appropriate written and verbal communication based on situation. For example, do not use text or slang language, do use correct spelling, proper capitalization, complete sentences, and logical organization of thoughts.
- Clearly define or identify the issue or concern that requires communication with a professor, an academic coach, or a peer.
- State what efforts or resources have been used to address the issue.
- Articulate a logical request or solution to the issue or concern presented.
- Demonstrate personal responsibility in all academic and non-academic activities.
- Use mature, proper, respectful language and behavior in all academic and non-academic activities.
- Adhere to academic honesty standards.
- Determine the quality of information and resources available to solve problems.
- Analyze personal biases or assumptions that may interfere with decision-making.

INTRODUCTION

This Academic Master Plan, prepared by the Vice President for Instruction and Academic Deans with input from community stakeholders, faculty, staff, and students, describes the overarching goals and the instructional priorities of New Mexico Junior College's academic unit for the next six years. It provides a framework for decision-making, prioritized action items, and resource allocation to support NMJC's mission – **Promoting Success through Learning**. This plan is designed to inform and support the college's Strategic Plan and is intended to serve the following purposes:

- › Establishes and prioritizes initiatives that enhance instruction and student learning.
- › Highlights the collaborative nature of the academic unit to improve effectiveness and efficiency.
- › Identifies transformational initiative to move the college in new and strategic directions.
- › Prioritizes student learning as the college's central purpose and assures resources will be available to support those priorities.
- › Provides mechanisms for ongoing assessment, accountability, and continuous improvement that will guide future decisions affecting student learning.
- › Provides documentation and support for the budgeting process ensuring necessary resources for the support of the college's mission.

New Mexico Junior College values **Access, Responsiveness, Effectiveness, Excellence, and Community Involvement**. As such, this Academic Master Plan communicates clear expectations to help students attain their academic and life goals.

THE DEVELOPMENT PROCESS

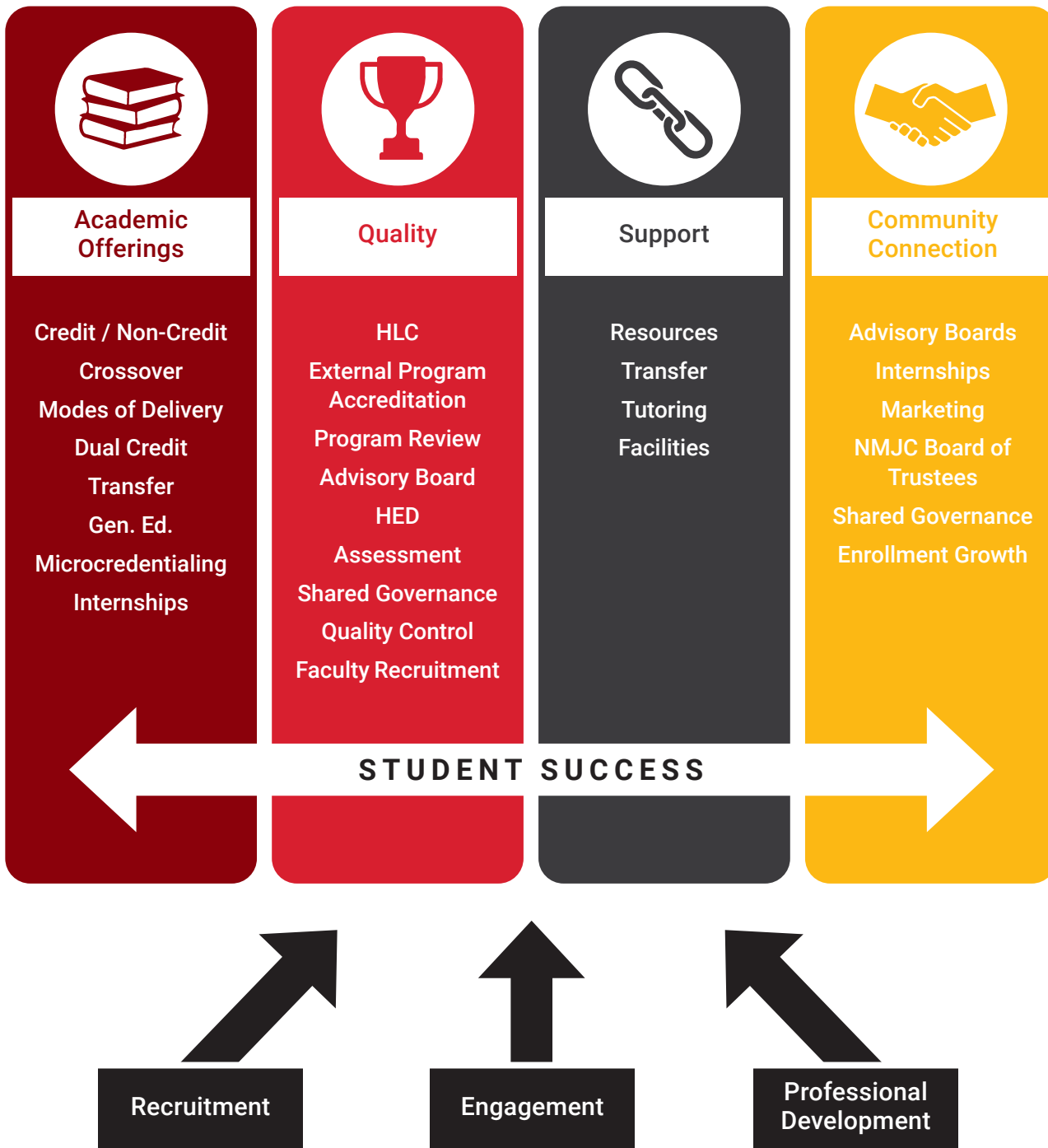
Upon taking office, President Moore charged the Vice President for Instruction with developing an Academic Master Plan for New Mexico Junior College. In conjunction with the Academic Deans, a framework was created to visually represent the varied components of, inputs to, and outcomes resulting from instruction. This framework served as a communication catalyst for seventeen focus groups comprised of students, athletic coaches, local school districts, advising and student support staff, and community stakeholders conducted during the fall 2023 semester.

A SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis was conducted with each focus group, and all narrative feedback was captured. A content analysis was performed on the collected feedback which resulted in the development of five Academic Master Plan goals and their associated action items prioritized through the lens of NMJC's mission – **Promoting Success through Learning**.

Assumptions

- › Our students are the overarching motivation in the creation of this plan.
- › The voices of all who participated are valued and represented, if not directly stated.
- › This plan is designed to be a dynamic, rather than a static document.
- › The plan assists in prioritizing actions and initiatives.

NMJC AMP Assumptions – Spotlight | March 4th, 2024

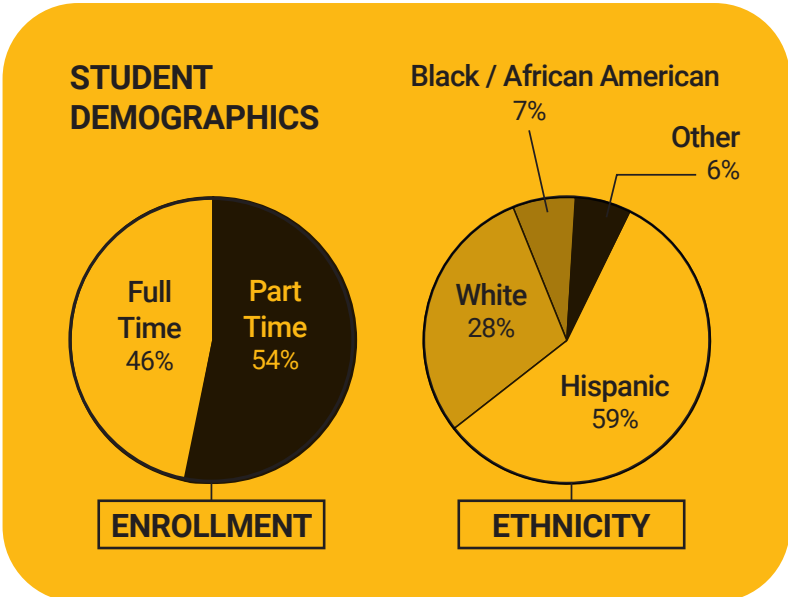


THE COMMUNITY'S COLLEGE

New Mexico Junior College [NMJC] is proud of its origin as the first junior college established in the state of New Mexico after the State Legislature passed the Junior College Act in 1963. Since its inception in 1966, NMJC has become a regional leader in providing innovative academic programs, state-of-the art outreach and workforce training enterprises, and quality dual/concurrent enrollment opportunities for Lea County high school students. NMJC's mission, as a comprehensive community college with an open-door admissions policy, seeks and provides success through learning.

According to the US Census [2023], Lea County's population is 72,455 [<https://www.census.gov/quickfacts/fact/table/leacountynewmexico/PST045223>]. This indicates an increase of 9,728 [almost 14%] since 2010. The county's population is comprised of 63.3% Hispanic/Latino, White, non-Hispanic 31%, Black/African American 4.4%. Almost 43% of the county's population speaks a language other than English at home. Currently, 23.9% of the residents age 25 or older did not complete high school, while 14.6% have a bachelor's degree or higher.

NMJC serves the needs of Lea County [a rural county nestled in the southeastern corner of the state] by enrolling 2,120 students in the fall 2023 semester of which 54% are part-time, 62% are 20 years or younger, and 59% are Hispanic/Latino [NMJC FACT Book]. NMJC is authorized to offer three degree programs [Associate of Arts, Associate of Science, and Associate of Applied Science] with multiple certificate options. To earn an associate's degree, students must take at least 15 credit hours at NMJC. NMJC was first accredited by the Higher Learning Commission in April 1970; the most recent visit occurred in 2015. The current visit scheduled in February 2026 is for an Open Pathway Comprehensive Evaluation Year 10 Review.



Fall 2023 Enrollment Demographics

ACADEMIC MASTER PLAN GOALS

- Goal 1:** Provide Relevant Offerings to Meet the Needs of a Global Society and Workforce
- Goal 2:** Partner with Student Services to Facilitate Student Success
- Goal 3:** Promote a Collaborative Campus Culture by Engaging Internal and External Stakeholders
- Goal 4:** Maximize Student Learning using Intentional Strategies to Promote Student Success
- Goal 5:** Enhance Learning Opportunities through Effective Use of Technology

Pages 5 through 10 detail the action items associated with each goal. These action items are prioritized through the lens of student success.

GOAL 1

Provide Relevant Offerings to Meet the Needs of a Global Society and Workforce

ACTION ITEMS	LEADERS	RESOURCES	TIMELINE	OUTCOMES
Evaluate course data to inform scheduling needs. (e.g. Enrollment, success rates, time/date, modality)	Deans, department chair, program directors	IR support (data), program review document	Continuous (semester basis)	Course schedule aligns student needs with course offerings.
Collaborate with local school districts to develop relevant K-14 pathways.	VPI, deans, LEAs, director	NMPED, NMHED, focus groups, advisory committees, DCMA	Fall 2025	Well-defined development of prescriptive pathways guide.
Conduct needs assessment to determine viability of new programs.	Institutional research office, advisory boards, VPI, deans, program directors	Economic analysis software, surveys, internal/external stakeholders	Beginning Fall 2024	Review needs assessment data for potential implementation of viable, new programs.
Develop a plan to support ESL/ELL student success.	Dean, department chair, student services	Faculty, athletics personnel, student services personnel, tutors, third-party resources	Beginning Fall 2024	Produce viable plan to accelerate incoming ESL/ELL student completion.
Research additional accreditation/ industry certification opportunities.	VPI, deans, program directors, department chair, faculty	VP for Workforce Development, industry partners, advisory boards, accreditation bodies	Continuous	Identify appropriate accreditation and certification opportunities for the college.
Explore options for additional sophomore-level course offerings.	VPI, Deans, department chair, program directors	Common course curriculum guide, faculty, curriculum committee	Continuous	Expansion of course offerings at the sophomore level, to appeal to NMJC's students.

Metric for Goal 1: Increase student completion rate (150%) by 2% yearly. Baseline: 2023/2024

DEGREES **and** CERTIFICATES

DEGREES

A.A. General Studies (Arts)
A.A. Early Childhood Education
A.S. General Studies (Science)
A.A.S. Animal Science
A.A.S. Automotive Technology
A.A.S. Business (Accounting)
A.A.S. Business (Management)
A.A.S. Computer Information Systems
A.A.S. Cosmetology
A.A.S. Barbering
A.A.S. Criminal Justice
A.A.S. Energy Technology (Nuclear)
A.A.S. Energy Technology, (Petroleum)
A.A.S. Entertainment & Music Technology
A.A.S. Farm and Ranch Management
A.A.S. Nursing
A.A.S. Welding

CERTIFICATES

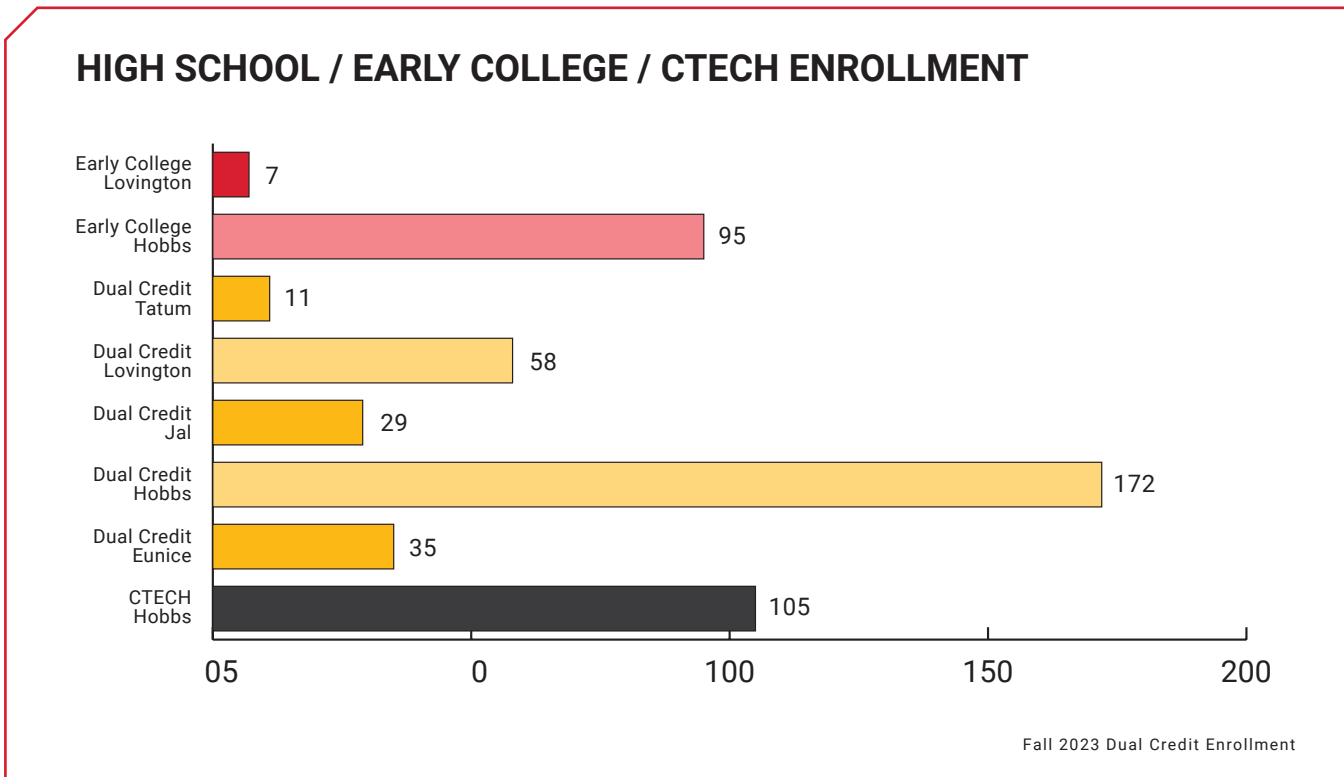
Early Childhood Education
Elementary Education—Alternative Licensure Program
Business (Accounting)
Business (General Management / Supervision)
Computer Information Systems
Cosmetology
Cosmetology - Esthetics
Cosmetology - Manicurist / Pedicurist
Cosmetology - Instructor Certificate
Barbering
Criminal Justice
Energy Technician
Energy Technology - Petroleum Technician
Energy Technology - Nuclear Energy Technician
Farm and Ranch Management
Colt Starting
Horsemanship
Practical Nursing (LPN)
Welding

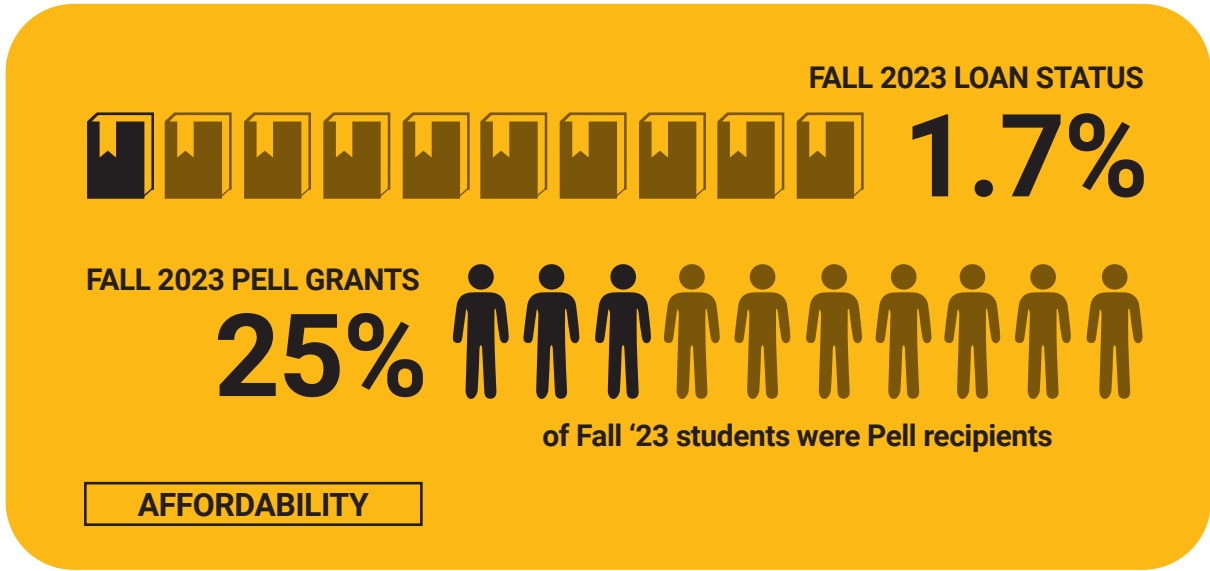


GOAL 2 Partner with Student Services to Facilitate Student Success

ACTION ITEMS	LEADERS	RESOURCES	TIMELINE	OUTCOMES
Establish communication pathway to share information about current academic support services. (e.g. Advising, tutoring, career center, testing center, student success workshops)	Student services personnel, Academic deans	E-mail, social media, faculty, marketing	Continuous	Increase awareness and utilization of services and offerings provided to students through NMJC.
Collaborate in developing opportunities for new initiatives. (e.g. Transportation, childcare)	Student services personnel	Faculty, deans, VPI, support staff	As needed	Provide relevant support for identified and developed implementation opportunities.

Metric for Goal 2: Increase student usage of academic support services by 2% yearly. Baseline: 2023/2024





Fall 2023 Financial Aid

GOAL 3 Promote a Collaborative Campus Culture by Engaging Internal and External Stakeholders

ACTION ITEMS	LEADERS	RESOURCES	TIMELINE	OUTCOMES
Create a strategic marketing plan for academic/workforce programs. (e.g. Program spotlights)	VPI, VP of Workforce Development, Academic Deans	Office of Outreach and Engagement, Career Center, community partners	Continuous	Increase community awareness of program offerings. Increase student enrollment.
Strengthen communication pipelines within dual credit pathways.	Director of Dual Credit Pathways	LEAs, Academic deans, Dean of Student Success, VPI	Continuous	Well-defined development of prescriptive pathways guide.
Actively establish action plans for K-16 alignment/partnerships.	VPI, Academic Deans	LEAs, regional four-year institutions, Dean of Student Success	Fall 2027 implementation	Clearly defined pathways with regional four-year institutions.

Metric for Goal 3: Increase enrollment by 2% yearly in credit and non-credit courses. Baseline: 2023/2024

GOAL 4 Maximize Student Learning using Intentional Strategies to Promote Student Success

ACTION ITEMS	LEADERS	RESOURCES	TIMELINE	OUTCOMES
Ensure classrooms are equipped to facilitate discipline-specific learning.	Academic deans, department chairs, program directors	Finance department, students, faculty, LEAs, facilities/maintenance personnel	Continuous	Increase student engagement through classroom design.
Analyze student placement process to determine effectiveness.	Department chairs, Academic deans	Comparable institutions (best practices), Student Services personnel, LEAs, athletics, VP of IR	Fall 2027	Determine appropriate student placement model for implementation.
Promote intentional textbook selection.	Academic deans	Faculty, textbook publishers, bookstore personnel	Continuous	Increased utilization of required course textbooks.
Facilitate the incorporation of soft skills and real-world application into course curricula.	Faculty	Industry partners, advisory boards, Career Center, career readiness software	Continuous	Enhance students' readiness for workforce and life.
Develop recruitment package options to entice qualified faculty/adjuncts.	Academic deans, Human Resources personnel	Comparable institutions (best practices), NMJC President, VP of Finance, VP of Student Services	Continuous	Support efforts to explore recruitment package options for qualified faculty and adjuncts.

Metric for Goal 4: Increase student satisfaction by 2% every two years.
Data derived from Ruffalo Noel Levitz Student Satisfaction Survey.

73% of NMJC Students reported feeling **Satisfied / Very Satisfied**

81% of students indicated they would enroll again if they had to do it over again

Ruffalo Noel Levitz Student Satisfaction Report 2023



GOAL 5 Enhance Learning Opportunities through Effective Use of Technology

ACTION ITEMS	LEADERS	RESOURCES	TIMELINE	OUTCOMES
Identify technology needs for classroom updates.	Department chairs, program directors, academic deans	LEAs, students, faculty, IT personnel	Continuous	Updated, relevant technology in classrooms.
Develop campus-wide AI guidelines and practices.	Academic Standards and Curriculum committee	AI policy subcommittee, AI programming, NMJC grant writer	Begin 2024, Continuous assessment	Support recommendations for AI guidelines and practices.
Provide Professional Development for new and existing technologies.	Learning Technology and Training administrator	Academic deans, department chairs, program directors, IT personnel	Continuous	Appropriate up-to-date trainings for faculty and staff.

Metric for Goal 5: All outcomes evaluated yearly.

PROPOSED IDEAS FOR CONSIDERATION

The following list was compiled during the development of this Academic Master Plan through the focus group process. The list appears alphabetically without rank or priority.

Animation / Game Design	Machine Learning (<i>Artificial Intelligence</i>)
Art and Design	Management
Computer Programming	Music Education
Culinary / Hospitality	Plumbing / HVAC
Ecology	Real Estate
Entrepreneurship	Sign Language
Film Industry / Production	Social Work
Forensics	Sonography / Radiology Tech
Horticulture / Agriculture	Zoology
Kinesiology / Coaching	

The list below is a collection of potential growth opportunities, initiatives, and state priorities gathered from meeting notes. These ideas may warrant research to determine the efficacy of pursuing their inclusion in the academic portfolio of New Mexico Junior College.

Arts, Music, and Theatre	Honor's College
Automation / Robotics	Increasing Online Offerings
Behavioral Health	Study Abroad
Campus Coffee Bar	Summer Bridge Programs
Cybersecurity	Workforce Ready Degree

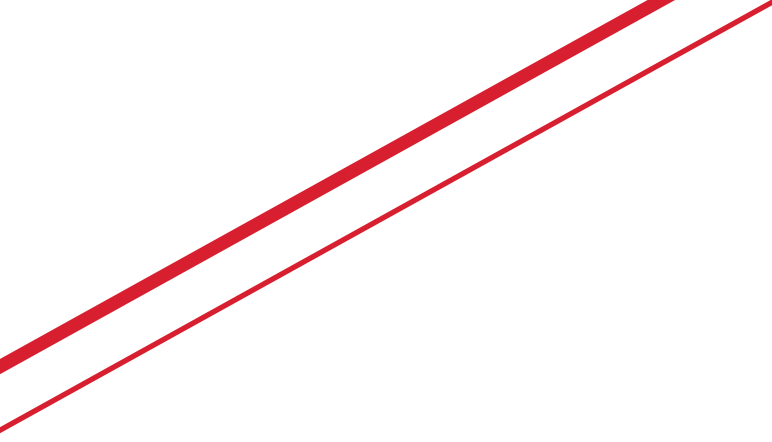
CONCLUSION

This Academic Master Plan has been designed to guide NMJC's academic decision-making and budgetary processes by integrating with the institution's overall Strategic Plan. It is intended to serve as a working document with action items, accountable leaders, required resources, timelines, and desired outcomes delineated. Through the careful consideration of the goals and strategies outlined in this plan, the college will position itself to effectively meet the learning needs of its community.

GLOSSARY of TERMS

AI	Artificial Intelligence
DCMA	Dual Credit Master Agreement
ESL/ELL	English as a Second Language/English Language Learner
Gen Ed	General Education
HLC	Higher Learning Commission
IR	Institutional Research
IT	Information Technology
K-14	Kindergarten through two-year college
K-16	Kindergarten through four-year university
LEA	Local Education Agency
LMS	Learning Management System
NMHED	New Mexico Higher Education Department
NMPED	New Mexico Public Education Department
OER	Open Educational Resource
VPI	Vice President for Instruction





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