

NMJC



Performance Based Indicators

**Progress Report for 2003-2004
and
Targets for 2004-2005**

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NMJC

Strategic Planning and Performance Based Funding

Overview

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 New Mexico Junior College (NMJC). The NMJC Strategic Plan represents the collective ideas of the various stakeholders: the community, the students, the faculty and staff. This document is a rolling plan for the next five years and is updated annually. The NMJC Board has approved this very important document.

New Mexico Junior College in conjunction with the New Mexico Association of Community Colleges (NMACC) has developed eight indicators to be utilized for performance based funding. These indicators have evolved over a period of several years of collaboration with the member institutions of the NMACC. The planning group formed by the NMACC for performance based funding has become known as the PIPs – Performance Indicator Person(s).

The indicators developed by the PIPs fit in naturally with the NMJC Strategic Plan. Listed below are major portions of the NMJC Strategic Plan and strategies contained therein that will promote growth in the eight performance based funding areas. The performance based indicators with Benchmarks, outcomes, methodologies, target goals, and strategies for growth are listed as well.

The New Mexico Junior College Strategic Plan

Mission Statement

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

The seven overarching principles of the NMJC Strategic Plan are:

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

Vision Statements

There are eleven (11) vision statements that guide NMJC in accomplishing its mission. They are:

- **Vision 1:** New Mexico Junior College must strive to provide the highest quality education and community services possible by maintaining an educational environment where continuous assessment ensures student learning. V-1
- **Vision 2:** 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

The New Mexico Junior College Strategic Plan (Cont.)

- **Vision 3:** New Mexico Junior College will do everything possible to enhance its image within the service area. V-3
- **Vision 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 V-4
- **Vision 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. V-5
- **Vision 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. V-6
- **Vision 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. V-7
- **Vision 8:** New Mexico Junior College will provide a safe and secure environment for students, staff, and patrons. V-8
- **Vision 9:** New Mexico Junior College will explore avenues to improve the institution's cash position and resource base. V-9
- **Vision 10:** New Mexico Junior College will strive to provide quality equipment. V-10
- **Vision 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. V-11

The Ten Performance Based Funding Indicators

The Ten Indicators

The ten indicators developed for performance based funding are:

- **Academic Quality/Student Progress and Success – PBI #1**
(NMJC Strategic Plan Vision 4, Objective 18)
- **Economic Impact – PBI #2**
(NMJC Strategic Plan Vision 1, Objective 10)
- **Accessible and Affordable Education – PBI #3 and #4**
(NMJC Strategic Plan Vision 4, Objective 15)
- **Service to New Mexicans – PBI #5 and #6**
(NMJC Strategic Plan Vision 1, Objective 9)
- **Effective and Efficient Use of Resources – PBI #7**
(NMJC Strategic Plan Vision 1, Objective 1)
- **Student Persistence – PBI #8**
(NMJC Strategic Plan Vision 1, Objective 1, 2, 3, 6, 14 and Vision 4, Objectives 4, 7, 10, 11, 13, 17)
- **External Unique Indicator – PBI #9**
(NMJC Strategic Plan Vision 1, Objective 14 and Vision 5, Objectives 1, 3)
- **External Common Indicator – PBI #10**
(NMJC Strategic Plan Vision 1, Objective 2, 3, 4, 5, 6, 7, 9, 11, 13, 14; Vision 4, Objectives 1, 6, 7, 8, 10, 11, 13, 17, 18, 19 and Vision 6, Objectives 7, 8, 10, 11, 16)

Indicator #1: Academic Quality/Student Progress and Success

Outcomes:

Annually each cohort of new students (beginning with fall 1998) who were intending to transfer or obtain a career credential (based on an intent model adopted by NMACC) will be tracked after 3 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.

Methodology:

Using the San Juan intent model, determine the number of first-time students (beginning with fall 1998 cohort) who were classified in the transfer and career intent cohorts. Tracking these students through the Spring 2001 semester, determine how many in the combined cohort were successful as follows (unduplicated count using the hierarchy as listed): earned a degree; earned a certificate; had transferred; became transfer ready and left; are transfer ready and still enrolled; or are still enrolled. Divide this number by the total cohort to determine a success rate.

Benchmark: (See Charts - Appendix A)

Percent of successful students using the methodology above is:

	<u>Actual</u>	<u>3 year rolling average</u>
1998-99	62.7%	
1999-00	59.2%	
2000-01	62.3%	61.4%
2001-02	60.5%	60.7%
2002-03	64.6%	62.5%

Indicator #1: Student Progress and Success (Cont.)

Target Goals:

Target FY04 is 65%.

Target FY05 is 65%.

Target FY06 is 65%.

Strategies for Growth from the NMJC Strategic Plan:

Vision 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 (V-1, NMJC Strategic Plan, page 9 – Team Leader: VPI).

- **Objective 4 – Develop objectives to promote excellent classroom instruction. [Fall 2004]**
- **Objective 6 – Reevaluate and refine mandatory placement.[Fall 2004, in progress]**
- **Objective 14 – Implement strategies to increase student academic success. [Fall 2004, ongoing]**

Vision 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 (V –4, NMJC Strategic Plan, page 15 – Team Leader: Regina Organ)

- **Objective 10 – Develop and implement an institutional student retention plan. [Fall 2004, not addressed]**

Indicator #1: Student Progress and Success (*Cont.*)

- **Objective 11 – Develop a systematic plan that addresses the retention of non-traditional student. [Fall 2004, ongoing]**
- **Objective 13 – Develop and implement a plan to enhance campus life for residential and commute students. [Fall 2004, ongoing]**
- **Objective 17 – Increase the persistence rates for students enrolled in developmental studies. Gather baseline data and track progress. [Spring 2003, in progress]**
- **Objective 18 – Develop a plan to increase the total annual college graduates from degree and certificate programs. Gather baseline data and track. [Spring 2003]**
- **Objective 19 – Evaluate current faculty advisement system and modify to address needs. Provide counseling/advising services as well as special needs services and placement activities to facilitate student retention and recruitment. [Fall 2004, ongoing]**

Vision 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. (V-6, NMJC Strategic Plan, page 20 – Team Leader: Renee Wharton)

- **Objective 9 – Develop an assessment approach to evaluate and provide information on all non-instructional college programs. [Fall 2004]**
- **Objective 11 – Develop a plan to evaluate the first-year experience of NMJC students. [Fall 2004, not addressed]**
- **Objective 16 – Continuously evaluate student needs and issues. [Fall 2004, ongoing]**

Indicator #1: Student Progress and Success (Cont.)

Additional Strategies

- Evaluation of students who stop/drop out following the first semester of attendance will be conducted to determine why they stopped/dropped out and how to assist them in returning to college. [Ongoing]
- PS112W – Becoming a Successful Student course will be evaluated annually with determination of appropriate target population. [Spring 2004]
- Increase efforts to understand stop out behavior in an effort to ultimately improve retention and by extension student success.
- Expansion of learning communities
- Mandatory reading requirement
- Beginning implementation of assessment activities to ensure and improve student learning

Indicator #2: Economic Impact

Outcomes

Annual placement rates of graduates who were located and placed in jobs will increase over the three-year rolling average.

Methodology

Beginning this year, the CHE provided placement percentages based on Department of Labor UI Wage-tracking system data. The UI Wage/CHE placement rates have several limitations:

Indicator #2: Economic Impact (Cont.)

- UI Wage data does not include self-employed, military service, certain agriculture occupations, etc. In addition, graduates employed out-of-state are not included in New Mexico data.
- Graduates who completed two or more degrees or certificates during the year are counted only once for the institution.
- Placement is defined as employed in the quarter immediately following graduation, which is assumed to be the third-quarter of the year after spring graduation. In reality, students at a community college graduate through out the year. The placement rate does not remove from the denominator those who were unable to be reached, continuing their education, or not seeking employment, all elements that served to increase the placement rate under the previous methodology. Additionally, previous placement rates were based upon follow-up survey responses. That method itself may have served to inflate employment rates, since those who are employed may be more likely to respond than those who are not.

Benchmark: (See Charts - Appendix A)

The placement rate for NMJC graduates based on UI Wage/CHE data for the past two years is as follows:

	<u>Matched</u>	<u>Placed</u>
• 1998-99	?	45.0%
• 1999-00	?	70.0%
• 2000-01	59.5	48.8%
• 2001-02	71.10	?

Note: October 2003 reporting – matched percentage used. We were unable to obtain match percentages for 1998-99 and 1999-2000 from CHE. No three-year average available.

Indicator #2: Economic Impact (Cont.)

Target Goals:

Target FY04 is 58%

Target FY05 is 60%

Target FY06 is 60%

Strategies for Growth from the NMJC Strategic Plan:

Vision 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 (V-1, NMJC Strategic Plan, page 9 – Team Leader: VPI).

- **Objective 10 – Improve placement rates of graduates in jobs or continuing their education. [Fall 2004, not addressed]**
- **Objective 15 – Ensure vocational degrees/certifications are in alignment with industry requirements. [Fall 2004, ongoing]**

Vision 2: 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, NMJC Strategic Plan, page 12 – Team Leader: Steve McCleery)

- **Objective 2 – Continue to develop and implement strategies to become a premier community college. [ongoing]**
- **Objective 5 – Become an active partner in economic development and work-force development in Lea County. [Fall 2004, ongoing]**

Indicator #2: Economic Impact (Cont.)

Vision 3: New Mexico Junior College will do everything possible to enhance its image within the service area. (V-3, NMJC Strategic Plan, page 13 – Team Leader: Steve McCleery)

- **Objective 3 – Develop strategies to promote a friendlier atmosphere. [Fall 2004, not addressed]**

Vision 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 (V-4, NMJC Strategic Plan, page 15 – Team Leader: Regina Organ)

- **Objective 1 – Continue to evaluate and utilize the campus-wide recruitment plan. [Fall 2004, ongoing]**
- **Objective 2 – Develop and promote activities that will attract potential student to our campus. [Fall 2004, ongoing]**
- **Objective 3 – Develop a systematic plan that addresses the recruitment and retention of non-traditional students. [Fall 2004, ongoing]**
- **Objective 5 – Develop strategies to recruit students into under enrolled instructional programs and courses that are deemed viable. [Ongoing]**
- **Objective 10 – Develop and implement an institutional student retention plan. [Fall 2004, not addressed]**
- **Objective 11 – Develop a systematic plan that addresses the retention of non-traditional student. [Fall 2004, ongoing]**
- **Objective 12 – Continue outreach with students as early as eighth grade. [Fall 2004, complete]**

Indicator #2: Economic Impact (Cont.)

- **Objective 13 – Develop and implement a plan to enhance campus life for residential and commuter student. [Fall 2004, ongoing]**
- **Objective 18 – Develop a plan to increase the total annual college graduates from degree and certificate programs. Gather baseline data and track progress. [Spring 2003, in progress]**

Vision 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. (V-6, NMJC Strategic Plan, page 20 – Team Leader: Renee Wharton)

- **Objective 7 – Sustain open communication with constituents. Remain connected at the local, county, and state levels. [Fall 2004, ongoing]**

Indicator #3 & #4: Accessible & Affordable Education

Outcomes:

Fall 2001 female and minority enrollments and 2001-02 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 areas served.

Methodology:

Using the 2000 census profile for the adult population, determine the percentage breakdown by category for the area NMJC serves. Do a similar

Indicator #3 & #4: Accessible & Affordable Education (Cont.)

breakdown for the 2001 enrollments and the 2001-02 graduates and determine if the enrollees and graduates are within 5% or exceed the percentage breakdown of the service area population by category.

Benchmark: (See Charts - Appendix A)

The 2001 profile of NMJC’s student population compared to the 2000 Lea County census for adults indicates that all profiles are within the 5% range as follows:

Ethnicity/Gender	2000 Census %	NMJC Profile %	% (+/-)	Graduates %	% (+/-)
Native American	0.8	0.8	0	0.4	-0.4
Black	4.2	3.5	-0.7	3.4	-0.8
Asian	0.4	0.4	0	0	-0.4
Hispanic	34.0	31.3	-3.3	33.9	-0.1
White	59.8	59.5	-0.3	60.1	+0.3
Unreported	0.8	4.5	-3.7	0.8	0
Female	50.3	60.9	+10.6	67.8	+17.8

	<u>NMJC Profile%</u>	<u>Graduate%</u>
2000-01	23.3%	32.4%
2001-02	31.3%	33.9%
2002-03	33.7%	32.3%
2003-04	34.6%	35.3%

Indicator #3 & #4: Accessible & Affordable Education (*Cont.*)

Target Goals:

Target FY04 is 33% for profile and 37% for graduation.
Target FY05 is 34% for profile and 34% for graduation.
Target FY06 is 34% for profile and 34% for graduation.

Strategies for Growth from the NMJC Strategic Plan:

Vision 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 (V-1, NMJC Strategic Plan, page 9 – Team Leader: VPI).

- Objective 5 – Develop a plan to celebrate diversity and educate students and staff on diversity issues. [Fall 2004, ongoing]

Vision 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 (V-4, NMJC Strategic Plan, page 15 – Team Leader: Regina Organ)

- Objective 1 – Continue to evaluate and utilize the campus-wide recruitment plan. [Fall 2004, ongoing]
- Objective 2 – Develop and promote activities that will attract potential student to our campus. [Fall 2004, ongoing]
- Objective 3 – Develop a systematic plan that addresses the recruitment and retention of non-traditional students. [Fall 2004, ongoing]
- Objective 6 – Continue to develop strategies to improve financial aid outreach to increase the number of financial aid awards. [Fall 2004, ongoing]

Indicator #3 & #4: Accessible & Affordable Education (*Cont.*)

- **Objective 7 – Continue to develop strategies to improve services to students. [Fall 2004, ongoing]**
- **Objective 9 – Continue to involve the NMJC Foundation in recruitment activities as needed. [Fall 2004, ongoing]**
- **Objective 10 – Develop and implement an institutional student retention plan. [Fall 2004, not addressed]**
- **Objective 12 – Continue outreach with students as early as 8th grade. Provided supplemental services for recruitment and retention of first generation students through the federal TRIO programs. [Fall 2004, ongoing]**
- **Objective 15 – Develop strategies to monitor and improve female and minority enrollment and graduation rates to keep 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. [Fall 2004, ongoing]**

Vision 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. (V-11, NMJC Strategic Plan, page 28 – Team Leader: Sam Oswald)

- **Objective 5 – Develop and implement strategies relative to under represented populations. [Fall 2004, ongoing]**

Additional Strategies:

- **Recruiting announcements will be made in minority publications**
 - **Advertising in College Bound Hispanic Student Book published by HACU**
- **Increased marketing efforts targeted to Hispanic students and families**
 - **NMJC jingle in Spanish**
 - **Equal representation of radio advertising**

Indicator #3 & #4: Accessible & Affordable Education (*Cont.*)

- Continued efforts to improve minority representation in our faculty and staff
- Continued participation in TRIO programs, GEAR Up, and Celebration of the Arts
- Continued Title V improvements impacting Hispanic student success
- Expansion of learning communities
- Mandatory reading requirement

Indicator #5 & #6: Service to New Mexicans

Outcomes:

Numbers served in the Area Vocational High School (AVHS) and in distance education programs will be increased based on three-year rolling averages from a baseline rolling average of program participants from 2000-2002.

Methodology:

Annual participation and/or student credit hour (SCH) enrollment in the AVHS and Distance education programs for 1999-00 through 2001-02 will be determined. The three-year average will be determined. Counts by year will be unduplicated within each program, but may be duplicated over the course of two years and among programs.

Indicator #5 & #6: Service to New Mexicans (Cont.)

Benchmark: (See Charts - Appendix A))

Results for the past three years are listed below:

	<u>Actual</u>	<u>3-yr Rolling Avg.</u>
• Area Vocational High School (AVHS)		
• AVHS 1999-00 participants	130	
• AVHS 2000-01 participants	164	
• AVHS 2001-02 participants	154	149
• AVHS 2002-03 participants	142	153
• ACT 2003-04 participants	189	162

	<u>Actual</u>	<u>3-yr Rolling Avg.</u>
• Distance Education (DE)		
• DE 1999-00 participants	1470	
• DE 2000-01 participants	1668	
• DE 2001-02 participants	1721	1619
• DE 2002-03 participants	2345	1911
• DE 2003-04 participants	2931	2332

Target Goals:

AVHS
 Target for F04 is 170
 Target for FY05 is 170
 Target for FY06 is 170

DE
 Target for F04 is 1780
 Target for FY05 is 2400
 Target for FY06 is 2400

Indicator #5 & #6: Service to New Mexicans

Strategies for Growth from the NMJC Strategic Plan:

Vision 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 (V-1, NMJC Strategic Plan, page 9 – Team Leader: VPI).

- **Objective 9 – Continue expansion of Area Vocational High School, Interactive Television and Telecollege. [Fall 2004, complete]**
- **Objective 15 – Ensure vocational degrees/certifications are in alignment with industry requirements. [Fall 2004, ongoing]**

Vision 2: 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, NMJC Strategic Plan, page 12 – Team Leader: Steve McCleery)

- **Objective 3 – Actively support articulation agreements as appropriate. [Fall 2004, ongoing]**
- **Objective 4 – Actively support collaboration/cooperative agreements with private sector and public sector as appropriate. [Fall 2004, ongoing]**

Indicator #5 & #6: Service to New Mexicans (Cont.)

Strategies for Growth from the NMJC Strategic Plan:

Vision 3: New Mexico Junior College will do everything possible to enhance its image within the service area. (V-3, NMJC Strategic Plan, page 13 – Team Leader: Steve McCleery)

- **Objective 3 – Develop strategies to promote a friendlier atmosphere. [Fall 2004, not addressed]**

Vision 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 (V –4, NMJC Strategic Plan, page 15 – Team Leader: Regina Organ)

- **Objective 2 – Develop and promote activities that will attract potential students to our campus. [Fall 2004, ongoing]**
- **Objective 4 – Develop strategies to recruit, track, and retain Adult Basic Education and GED students into college classes. [Fall 2004, not addressed]**
- **Objective 12 – Continue outreach with students as early as eight grade. [Fall 2004, complete]**

Vision 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. (V-11, NMJC Strategic Plan, page 28 – Team Leader: Sam Oswald)

- **Objective 1 – utilizing the image committee, refine, update, and implement a comprehensive Public Relations/Marketing Plan. [Spring 2002, ongoing]**

Indicator #5 & #6: Service to New Mexicans (Cont.)

Additional Strategies:

- Annual revision of the counselor curriculum guide along with annual meeting to ensure proper understanding of available programs and curriculum
- Increased recruitment activities to include attendance at course fairs
- NATEF certification for automotive program
- Allied health implementation of admission based points. Additional points are awarded for completion of CAN program

Indicator #7: Efficient and Effective Use of Resources

Outcomes:

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 1999-00 through 2001-02.

Methodology:

Report the seat count and FTE for each program listed for the last three years (beginning 1999-00 through 2001-02). Seat counts and FTE should be for the summer through spring semesters of each of those years. Those that decline, those that increase, and those remaining stable will be noted. The same

Indicator #7 Efficient and Effective Use of Resources (Cont.)

information will be reported for non-career-technical or “academic” programs where a certificate or degree is established.

Benchmark: (See Charts - Appendix A))

Program enrollments for the past three years are indicated in the chart below:

Year	Enrollment Decline	Level Enrollment	Enrollment Growth	Success %
1999-00	6	14	18	84.2%
2000-01	9	12	14	80.0%
2001-02	9	10	12	74.3%
2002-03	8	10	18	77.7%
2003-04	12	11	15	71.1%

Target Goals:

Target for FY04 is 82%.

Target for FY05 is 82%.

Target for FY06 is 82%.

Strategies for Growth from the NMJC Strategic Plan:

Vision 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 (V-1, NMJC Strategic Plan, page 9 – Team Leader: VPI).

Indicator #7 Efficient and Effective Use of Resources (*Cont.*)

- **Objective 1 – To ensure quality, develop and annually revise a comprehensive plan to evaluate all instructional programs. The plan will enhance the decisions of the college to revise or delete instructional programs. [Fall 2004, ongoing]**
- **Objective 2 – update the Campus Assessment Plan in keeping with NCA requirements. [Fall 2004, in progress]**

Vision 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 (V –4, NMJC Strategic Plan, page 15 – Team Leader: Regina Organ)

- **Objective 16 – Research and develop new educational course/programs as appropriate. [Fall 2004]**

Indicator #8: Student Persistence

Outcomes:

Are community college students persisting from a given Fall to Spring term and a Fall to Fall term at increasing rates annually and based on rates of a set of peers and do persistence rates vary among ethnic and gender groups?

Indicator #8: Student Persistence (Cont.)

Methodology:

1. The first measure to be reported by October 30th on the attached quarterly template will be the persistence rate of first-time in college, full-time degree/certificate seeking students who persist from the Fall 03 to Spring 04 term.
2. The second measure to be reported by April 30th on the attached quarterly template will be the persistence rate of first-time in college, full-time degree/certificate seeking students who persist from Fall 03 to Fall 04 term (the Fall cohort denominator can be modified by deducting those who have graduated/completed their program from the base number).

Benchmark: (See Charts - Appendix A))

	Actual	3-yr Rolling Avg.
Fall 2000 to Spring 2001 retained	73.22%	
Fall 2001 to Spring 2002 retained	68.02%	
Fall 2002 to Spring 2003 retained	70.49%	70.58%
Fall 2004 to Spring 2004 retained	72.64%	70.38%

	Actual	3-yr Rolling Avg.
Fall 2000 to Fall 2001 retained	47.29%	
Fall 2001 to Fall 2002 retained	45.64%	
Fall 2002 to Fall 2004 retained	45.08%	46.00%
Fall 2004 to Fall 2004 retained	53.50%	48.07%

Target Goals:

Fall to Spring Target FY06 is 71.50%
 Fall to Fall Target FY06 is unknown at this time

Indicator #8: Student Persistence (Cont.)

Strategies for Growth from the NMJC Strategic Plan:

Vision 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 (V-1, NMJC Strategic Plan, page 9 – Team Leader: VPI).

- **Objective 2 – update the Campus Assessment Plan in keeping with NCA requirements. [Fall 2004, in progress]**
- **Objective 3 - Develop and implement an honor's curriculum [Fall 2004, not addressed]**
- **Objective 4 – Develop objectives to promote excellent classroom instruction. [Fall 2004]**
- **Objective 5 – Develop a plan to celebrate diversity and educate students and staff on diversity issues. [Fall 2004, ongoing]**
- **Objective 6 – Reevaluate and refine mandatory placement.[Fall 2004, in progress]**
- **Objective 7 – Implement innovative scheduling and delivery methods to increase community accessibility.**
- **Objective 9 – Continue expansion of Area Vocational High School, Interactive Television and Telecollege. [Fall 2004, complete]**
- **Objective 11 – Systematically add online courses.**
- **Objective 13 – Improve access to information resources.**
- **Objective 14 – Implement strategies to increase student academic success. [Fall 2004, ongoing]**

Indicator #8: Student Persistence (Cont.)

Vision 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 (V-4, NMJC Strategic Plan, page 15 – Team Leader: Regina Organ).

- Objective 1 – Continue to evaluate and utilize the campus-wide recruitment plan. [Fall 2004, ongoing]
- Objective 6 – Continue to develop strategies to improve financial aid outreach to increase the number of financial aid awards. [Fall 2004, ongoing]
- Objective 7 – Continue to develop strategies to improve services to students. [Fall 2004, ongoing]
- Objective 8 – Continue to enhance and expand enrollment/registration procedures to increase accessibility and user friendliness.
- Objective 10 – Develop and implement an institutional student retention plan. [Fall 2004, not addressed]
- Objective 11 – Develop a systematic plan that addresses the retention of non-traditional student. [Fall 2004, ongoing]
- Objective 13 – Develop and implement a plan to enhance campus life for residential and commute students. [Fall 2004, ongoing]
- Objective 17 – Increase the persistence rates for students enrolled in developmental studies. Gather baseline data and track progress. [Spring 2003, in progress]
- Objective 18 – Develop a plan to increase the total annual college graduates from degree and certificate programs. Gather baseline data and track. [Spring 2003]

Indicator #8: Student Persistence (*Cont.*)

- **Objective 19 – Evaluate current faculty advisement system and modify to address needs. Provide counseling/advising services as well as special needs services and placement activities to facilitate student retention and recruitment. [Fall 2004, ongoing]**

Vision 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 (V-6, NMJC Strategic Plan, page 20 – Team Leader: Renee Wharton).

- **Objective 7 – Sustain open communication with constituents. Remain connected at the local, county, and state levels. [Fall 2004, ongoing]**
- **Objective 8 – Demonstrate flexibility and willingness to change through responses to community needs.**
- **Objective 10 – 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.**
- **Objective 11 – Develop a plan to evaluate the first-year experience of NMJC students. [Fall 2004]**
- **Objective 16 – Continuously evaluate student needs and issues. [Fall 2004, ongoing]**

Indicator #9: External Unique Measure

Outcomes:

Percentage of Faculty Teaching Full-time at NMJC by Gender

Methodology:

Comparison is based on IPEDS Peer Analysis System for the following

schools: Clovis Community College, Clovis NM
San Juan College, Farmington, NM
Odessa College, Odessa, TX
Paris Junior College, Paris, TX (NMJC Focus College)
Temple College, Temple, TX
Santa Fe Community College, Santa Fe, NM
Midland College, Midland, TX (NMJC Focus College)

The performance gap is analyzed. Targets and strategies are set to move NMJC toward minimizing the gap between itself and the institutions.

Indicator #9: External Unique Measure (Cont.)

Benchmark: (See Charts - Appendix A)

Institution	Fall 2004						Fall 2001	
	Total Faculty	Full-time Male	Full-time Female	Total Full-time	Percent FT-Faculty	Percent FT-Female	Percent FT-Faculty	Percent FT-Female
New Mexico Junior College	208	45	29	74	36%	39%	37%	38%
Clovis Community College	216	25	28	53	25%	53%	25%	55%
Santa Fe Community College	303	27	29	56	18%	52%	20%	54%
Midland College	311	62	48	110	35%	44%	34%	50%
Odessa College	261	55	65	120	46%	54%	30%	52%
Paris Junior College	198	35	42	77	39%	55%	75%	52%
Temple College	197	34	46	80	41%	58%	30%	57%
San Juan College	327	51	50	101	31%	50%	32%	46%

Indicator #9: External Unique Measure (Cont.)

Three percentage points in overall full-time to part-time faculty representation behind Paris Junior College which is an institution NMJC is striving to mirror. Five to nineteen percentage points behind where NMJC would like to be on female representation of full-time faculty.

Target Goals:

Five years from Fall 2004 to close/exceed the gap

Strategies for Growth from the NMJC Strategic Plan:

Vision 1: New Mexico Junior College will provide 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, NMJC Strategic Plan, page 18 – Team Leader: Dan Hardin).

- Objective 6; Activity 1 – Develop employment strategic plan to recruit and maintain quality faculty and staff [Fall 2004, in progress]
- Objective 6; Activity 2 – Develop strategies to ensure the makeup of NMJC employees mirrors that of the community [Fall 2004, in progress]

Indicator #10: External Common Measure

Outcomes:

Are graduation rates at our community colleges students increasing based on institutional annual comparison rates and rates of a set of peers (CHE approved) and are their disparities in rates among gender and ethnic groups?

Methodology:

The measure will be the percentage (based on a 2000-2003 cohort) of full-time, first-time degree/certificate seeking students who complete the program in 150% of normal time to completion using IPEDS definitions disaggregated by gender and ethnicity

IPEDS Peer Analysis System – CHE Peers:

Darton College

Carl Sandburg College

Iowa Lakes Community College

Hutchison Community College

Louisiana State University-Eunice

Reading Area Community College

Grayson County College

Midland College

Paris Junior College

Temple College

Lower Columbia College

Sheridan College

Benchmark: (See Charts - Appendix A))

2000-2003 Cohort: CHE Peers - 24.25% mean graduation rate
NMJC - 17.38% graduation rate

6.87 Percentage Point Gap

Target Goals: 8 Years to Close Gap – Target FY06 is 18.24%

Indicator #10: External Common Measure (Cont.)

Strategies for Growth from the NMJC Strategic Plan:

Vision 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 (V-1, NMJC Strategic Plan, page 9 – Team Leader: VPI).

- **Objective 2 – update the Campus Assessment Plan in keeping with NCA requirements. [Fall 2004, in progress]**
- **Objective 3 - Develop and implement an honor's curriculum [Fall 2004, not addressed]**
- **Objective 4 – Develop objectives to promote excellent classroom instruction. [Fall 2004]**
- **Objective 5 – Develop a plan to celebrate diversity and educate students and staff on diversity issues. [Fall 2004, ongoing]**
- **Objective 6 – Reevaluate and refine mandatory placement.[Fall 2004, in progress]**
- **Objective 7 – Implement innovative scheduling and delivery methods to increase community accessibility.**
- **Objective 9 – Continue expansion of Area Vocational High School, Interactive Television and Telecollege. [Fall 2004, complete]**
- **Objective 11 – Systematically add online courses.**
- **Objective 13 – Improve access to information resources.**
- **Objective 14 – Implement strategies to increase student academic success. [Fall 2004, ongoing]**

Indicator #10: External Common Measure (Cont.)

Vision 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 (V-4, NMJC Strategic Plan, page 15 – Team Leader: Regina Organ).

- Objective 1 – Continue to evaluate and utilize the campus-wide recruitment plan. [Fall 2004, ongoing]
- Objective 6 – Continue to develop strategies to improve financial aid outreach to increase the number of financial aid awards. [Fall 2004, ongoing]
- Objective 7 – Continue to develop strategies to improve services to students. [Fall 2004, ongoing]
- Objective 8 – Continue to enhance and expand enrollment/registration procedures to increase accessibility and user friendliness.
- Objective 10 – Develop and implement an institutional student retention plan. [Fall 2004, not addressed]
- Objective 11 – Develop a systematic plan that addresses the retention of non-traditional student. [Fall 2004, ongoing]
- Objective 13 – Develop and implement a plan to enhance campus life for residential and commute students. [Fall 2004, ongoing]
- Objective 17 – Increase the persistence rates for students enrolled in developmental studies. Gather baseline data and track progress. [Spring 2003, in progress]
- Objective 18 – Develop a plan to increase the total annual college graduates from degree and certificate programs. Gather baseline data and track. [Spring 2003]
- Objective 19 – Evaluate current faculty advisement system and modify to address needs. Provide counseling/advising services as well as special needs services and placement activities to facilitate student retention and recruitment. [Fall 2004, ongoing]

Indicator #10: External Common Measure (Cont.)

Vision 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 (V-6, NMJC Strategic Plan, page 20 – Team Leader: Renee Wharton).

- **Objective 7 – Sustain open communication with constituents. Remain connected at the local, county, and state levels. [Fall 2004, ongoing]**
- **Objective 8 – Demonstrate flexibility and willingness to change through responses to community needs.**
- **Objective 10 – 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.**
- **Objective 11 – Develop a plan to evaluate the first-year experience of NMJC students. [Fall 2004]**
- **Objective 16 – Continuously evaluate student needs and issues. [Fall 2004, ongoing]**

Appendix A: