NORTHERN NEW MEXICO COLLEGE

STRATEGIC DIRECTION 2018-2022

ENROLLMENT • STUDENT SUCCESS • COMMUNICATION • TEAM SPIRIT
NORTHERN NEW MEXICO COLLEGE

MISSION

The mission of Northern New Mexico College is to ensure student success by providing access to affordable, community-based learning opportunities that meet the educational, cultural, and economic needs of the region.

VISION

Northern New Mexico College is a Hispanic and Native American-serving comprehensive institution that will be recognized nationally for cultural sustainability, quality student learning and developing economically strong communities among diverse populations.
WE ARE HONORED TO SHARE WITH YOU NORTHERN NEW MEXICO COLLEGE’S STRATEGIC DIRECTION 2018-2022.

This overarching document is the product of an institution-wide project that began in the fall of 2016. The project was unique in its scope. Rather than convening an executive committee to develop the strategy, the college made the decision to open the process to all faculty and staff. We hosted two intensive workshops, where approximately 145 personnel, some of whom have worked at the college for decades, gave their valuable perspectives.

We started by identifying our current environment (including our strengths and challenges), and imagining our desired future environment. As we explored the differences between the current and future environments, four categories of effort (or lines of effort) took shape. These became the four big goals of the strategic direction.

Over the next 12-18 months, our college will use this document to craft a strategic implementation plan. In that document, we will articulate milestones and tasks associated with these objectives, and identify useful metrics to gauge our progress. This will be a living document, in that it will need to adapt to a highly complex and dynamic environment.

I want to say a heartfelt “Thank You” to everyone who had a hand in crafting this document. This is truly the result of a total team effort. I pledge to you now that this effort will not have been made in vain. Rather, this Strategic Direction will help to guide our senior level operational and fiscal decision-making, in an effort to move the college forward and benefit our students, faculty, staff and community.

Very Respectfully,

Richard J. Bailey, Jr., PhD
President, Northern New Mexico College

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I. ENROLLMENT

GOAL: To increase annual enrollment both in student head count and credit hour totals

NORTHERN will attract and enroll students from local communities, and continually develop potential student pipelines, both traditional and non-traditional, including high school equivalency graduates, adult learners and community artists.

OBJECTIVES:

- Strengthen effective partnerships with local high schools, and articulation agreements with area community colleges
- Expand effective, compelling marketing and recruitment strategies that best highlight Northern’s quality offerings
- Determine and implement appropriate program offerings that prepare students for an evolving job market
- Establish and maintain affordable tuition and fees for long-term sustainability
- Establish student residence options
- Increase the Northern Foundation’s scholarship and grant giving capacity

2022 VISION:
- Student head count at 1400 per semester
- Student credit hours at 14,000 per semester
NORTHERN will maintain its commitment to open and affordable educational access, academic excellence, robust student support services, mentoring, and scholarship opportunities that will encourage and enable students to pursue and succeed along multiple life paths and careers.

OBJECTIVES:

- Improve every touchpoint in student services to ensure individual student success
- Evaluate and redesign curriculum to minimize academic obstacles, and introduce flexible scheduling
- Strengthen first year experience programs and support systems for new students
- Increase student sense of belonging to the Northern community through the promotion of an inclusive learning environment that celebrates the diversity of the student population
- Enhance campus and student life experiences

2022 VISION:
Annual retention rates at or above 75%, and graduation rates at or above 30%
3. COMMUNICATION

GOAL: To improve quality, timeliness, accuracy, and consistency of communications within the College, as well as with community members and external stakeholders.

NORTHERN will promote its unique identity, brand and culture, drawing on its rich history of community service and engagement, with integrity, responsibility and transparency.

OBJECTIVES:
- Design and implement a communications strategy that centers on student and institutional success.
- Optimize College communication resources and channels to ensure effective engagement with students, faculty and staff.
- Position Northern as a thought leader, utilizing faculty and staff expertise and amplifying their voices.
- Institutionalize effective communication channels with community and external stakeholders to ensure constructive and mutually beneficial engagement.
- Create venues for suggestions and concerns, including an option for anonymity.

2022 VISION:
All students, faculty, staff, community members and external stakeholders have the information they need to support the College’s mission, and the opportunity to contribute to an open dialogue of continuous improvement.
4. TEAM SPIRIT

GOAL: To foster a cohesive, productive and effective Northern community where everyone on the team feels valued and takes pride in contributing to the College’s educational mission

NORTHERN will promote a healthy, enriching work and study environment in which all members of the College community are engaged, empowered and valued.

OBJECTIVES:

- Promote a culture of mutual respect, ethical behavior, fairness and constructive dialogue
- Ensure that Northern’s values of respect, integrity, service, diversity, inclusivity, and inspiration are manifest in the college’s daily operations
- Enhance opportunities for professional and personal development and growth
- Develop a salary structure consistent with our region and current market trends
- Promote interdepartmental collaboration
- Develop functional and welcoming learning, working, and community spaces on both campuses

2022 VISION:
Everyone in the Northern community knows that they are respected and valued as contributing members of the College team