

Context for Analysis

2C1 Institutional objectives in addition to Helping Students Learn (Category 1)

NNMC's Mission reads as follows: "Northern New Mexico College provides accessible, affordable, community-based, quality learning opportunities that meet the educational, employment, and enrichment needs of our culturally diverse region." NNMC's core institutional objectives, in addition to helping students learn, were defined in November, 2005, when the College participated in a Strategic Planning Retreat. Fifty faculty, staff, administrators, and members of the Board of Regents participated in this retreat which focused on the development of a Vision, a Mission, and Guiding Principles and the identification of a set of core institutional objectives that will guide the future growth of the College. During this process, NNMC identified five core objectives that fulfill the mission of the college and provide the framework for the strategic accomplishments of institutional purposes. These objectives are dedication to qualified faculty and staff; support for and nurturing of collaborative processes among administration, faculty, staff, students and community; maintenance of low tuition; continuing to meet community needs with ESL, remedial, adult basic education, and developmental courses as well as five new baccalaureate degree programs; and securing funds from the state legislature.

While the College continues to work toward achieving these core objectives, it has broadened its horizons to include some new and truly distinctive institutional objectives. One cluster is focused on sustainable practices, including the following: a commitment to using climate-neutral practices on campus, in constructing new buildings and in maintaining and retrofitting existing buildings; a commitment to sustainable practices that strengthen the productivity and diversity of northern New Mexico's natural resources, through sponsorship of ¡Sostenga! The Center for Sustainable Food, Agriculture and Environment at NNMC (<http://www.nnmc.edu/documents/NNMCApril08newsletter.pdf>; <http://www.sostengalavida.com>); a commitment to the development and preservation of the unique cultural resources of northern New Mexico, through expansion and support of the El Rito Heritage Retreat Center of NNMC (<http://www.nnmc.edu/elrito/welcome.shtml>); and a commitment to the use and development of solar power, through the establishment of the Solar Energy Research Park and Academy [SERPA] at NNMC (<http://www.nnmc.edu/documents/NNMCMay08newsletter.pdf>). The second cluster is focused on improvements in campus life for our students, including the construction of a new dormitory at the Espanola campus (<http://www.nnmc.edu/documents/NNMCMay08newsletter.pdf>); the establishment of an intercollegiate athletics program (<http://www.nnmc.edu/documents/AthleticsRecommendationsPresentation.pdf>); and an expansion of the goals of the NNMC Foundation (<http://www.nnmc.edu/foundation/index.html>) to provide more scholarship support to deserving students, including those of the Eight Northern Indian Pueblos (ENIP).

2C2. Means to Ensure Objectives Align with Mission, Vision and Philosophy

NNMC's mission state that the College "provides accessible, affordable, community-based, quality learning opportunities that meet the educational, employment, and enrichment needs of our culturally diverse region." The core objectives and distinctive objectives described in 2C1 are reinforced in the College's Vision and Guiding Principles. **Vision Statement:** By the year 2010, Northern New Mexico College will have six distinct colleges that each offer at least one baccalaureate degree, and will be a regionally recognized College that will excel and expand in quality education while maintaining the community college mission. **Guiding Principles:** Each member of the College community will act ethically and with integrity; Northern will be sensitive to the community needs and will respond in ways that include community input; Using quality principles, the College community will engage in collaborative decision-making processes; Northern recognizes and values the contributions of students and employees; Northern provides an environment for relevant, quality, and affordable education and skills to students to make them competitive and productive in the workforce; Northern shall be a catalyst for educational, social and economic transformation.

The College has been able to establish its objectives through annual comprehensive Strategic Planning

Retreats at both the El Rito and Espanola campuses. During the two day Retreat, Northern New

Mexico College invites representatives from throughout the institution, including the Board of Regents, administrators, staff, faculty and students, to provide a thorough, comprehensive, and above all, honest assessment of where we are and where we hope to be in the next five years. The planning process is described in GRAPHIC 2P1A. **[TOM - IS THIS GRAPHIC STILL ACCURATE?]** The information gained in the Strategic Planning Retreat is used for planning the future growth of the College. The information gathered is also used for establishing financial and funding objectives. By involving the College community in identifying processes that needed improvement, there is consensus that by addressing these issues, there will be improved student learning and the creation of an environment and culture that supports innovation, change, and growth.

2C3 Other Distinctive Objectives Support/Complement Processes and System for Helping Students Learn

NNMC's strategic goals support Helping Students Learn by building on a comprehensive set of skills for students that are relevant in the workplace. The learning skills include written communication, research, oral communication, and quantitative skills as well as the ability to seek and compare various points of view, raise fundamental questions, clarify important issues, and generate more than one possible solution to a question. The learning experiences include applied research, public service, institutional citizenship, service learning and development of community and social consciousness through service. Student participation in the activities supported by ¡Sostenga!, the El Rito Heritage Retreat Center, and SERPA foster such experiences in the process of Helping Students Learn. The college values partnerships and relationship which are components of learning at every level in the college. NNMC is committed to and excels at developing collaborative partnerships in support of student learning, community and economic development. In resource challenged communities, like those of NNMC's service area, the College is committed to collective partnerships that can build successful initiatives to better leverage our individual resources into a larger joint resource base.

2P1 Determining Other Distinctive Objectives and Who Is Involved

Currently, NNMC has chartered 7 AQIP Committees and 15 Process Improvement Teams (PITs). These committees are chartered to seek out opportunities for continuous improvement based on data.

These teams are either assigned process improvement action projects from the Annual Strategic plan □

assigned action projects by the AQIP Council or Office of the President □ or the teams may develop their own action projects based on their independent analysis of data. These service committees ensure that NNMC's other distinctive objectives support or complement institutional processes and systems for helping students learn. To create a comprehensive learning experience, departments responsible for advancing the College's other distinctive objectives coordinate activities and work together to integrate services and student learning opportunities. In addition, NNMC hosts community forums and conducts community needs assessments (e.g.

[http://www.surveymonkey.com/s.aspx?sm=YsbPITF7INMa3bTpWZVijQ_3d_3d](http://www.surveymonkey.com/s.aspx?sm=YsbPITF7INMa3bTpWZVijQ_3d_3d;);

<http://www.nnmc.edu/administration/planning/insteffectiveness/documents/NNMC-CommunitySurveyMay07FinalDraft.pdf>) to determine other distinctive objectives that the College

needs to address. The College also uses its advisory boards and stakeholder satisfaction surveys (e.g.

<http://www.nnmc.edu/administration/planning/insteffectiveness/documents/ES3NNMCMajorEmployersSurveyJuly07.pdf>;

<http://www.nnmc.edu/administration/planning/insteffectiveness/NNMCSurvey07.shtml>) to help align institutional activities with overall objectives. The College's process for determining and setting nonlearning objectives involves community members, community leaders, business and

educational leaders, College business partners, Quality Councils & Teams, President, executive leadership team, faculty and staff.

2P2 Communicate Expectations Regarding Objectives

Northern New Mexico College communicates its expectations regarding other distinctive objectives to students, faculty, staff, administrators, and stakeholders via the following venues: College meetings and minutes □ College publications □ College website □ Print and broadcast media □ Quality Councils □ and Faculty and Student Senates.

2P3 Determining Faculty and Staff Needs Relative to Objectives

NNMC's faculty and staff are an integral part of the process of establishing and accomplishing the College's strategic objectives and initiatives. As part of the continuous improvement planning process, faculty and staff are involved in the overall goal-setting process and the development of tactical and operational goals that support strategic goals. Their tangible needs are expressed in the annual budget and in the review process. The faculty, through division chairs, establishes the primary learning objectives for all students via tactical and operational goals and determines where additional resources are needed. As potential areas of improvement are identified, resources necessary to accomplish the improvements are evaluated and explored and processes developed. The College's growth philosophy is to seek outside funding sources for most possibilities as they occur. Mission-directed opportunities in unexpected areas may require short-term use of the fund balance and may be incorporated into the formal budget process in the next year if recurring. No program improvement is initiated without a unit discussion and evaluation of cost and benefit. NNMC created an Effective Resource Management AQIP Committee whose charter is to ensure that the resources appropriated to the College are utilized in accordance with purposes established by the source of such funds to achieve its institutional purpose. The scope of the Committee includes, but is not limited to, equipment usage and space utilization and allocation (see Flow Chart 2P3A). [TOM - IS THIS CHART STILL ACCURATE?]

NNMC's governing board, president, executive leadership team, community partners, advisory boards, and the Quality Councils assist in identifying faculty and staff needs relative to these objectives and allocating resources.

2P4 Assessment and Review of Objectives

NNMC has identified distinctive objectives that are explicitly stated in NNMC's strategic goals. The AQIP Committee chairs, deans and chairs of the Process Improvement Teams (PITs) report on the progress they have made towards meeting the objectives for their committees in a monthly report to the AQIP Council. The feedback from these reviews and assessments are incorporated into the committee's planning. All of the committees' objectives share the intent of shaping the future of the learning and business environment of the college.

2P5 Collection and Analysis of Measures of Accomplishing Objectives

NNMC has organized community forums at the Espanola and El Rito campuses that encourage a variety of constituents to discuss a multitude of College and community issues. Forum participation data and concerns are collected and reviewed by the College governing board, president, executive leadership team and Quality Councils. Several departments that oversee the Colleges non-learning objectives also conduct their own needs assessments and customer satisfaction surveys of stakeholders. Other distinctive objectives that are collected and analyzed regularly include qualitative and quantitative measures through the use of student evaluations of instructors and classes, and student and community surveys of the services provided (please see examples of reports and survey results at <http://www.nnmc.edu/administration/planning/insteffectiveness/reports.shtml>).

Results

2R1 Results in Accomplishing Other Distinctive Objectives

NNMC has made significant progress in serving its diverse stakeholder population. Examples of a few of the results in accomplishing its other distinctive objectives follow. In January, 2007, NNMC was given approval for the establishment of 5 new baccalaureate programs, in Business Administration, Information Technology, Environmental Science, Biology, and Integrative Health Sciences. In the intervening year, many [TOM - I HAVE ASKED "BANNER JOE" TO GET ME THE NUMBER OF STUDENTS ENROLLED IN EACH MAJOR] students have enrolled in these degree programs, and the number of students enrolled in upper division classes has increased by 133% in the 2007-2008 academic year. With the success of our current baccalaureate programs, NNMC is expanding its offerings in the fall of 2008 to include the B.S. in Applied Mathematics, two Bachelor of Music degrees [one with a jazz studies emphasis and one with a classical guitar emphasis], and two Bachelor of Engineering degrees, one in Mechanical Engineering (Solar Emphasis), one in Software Engineering. Concurrently, the current B.S. in Information Technology will become a B.Eng. in Information Technology. This new group of degree programs focuses on the interface between theory and practice across a variety of disciplines, from fine arts to engineering. Students enrolling for the B.Eng. in Mechanical Engineering will be able to conduct applied research within the context of the SERPA program, which has received a multi-million dollar funding commitment from the State of New Mexico, city and county government, three regional energy providers, several private solar industries, and the Los Alamos National Laboratory. Students enrolled in the Environmental Science program participate in the activities of the ¡Sostenga! program, which is supported in part by a grant from the U.S. Department of Commerce. ¡Sostenga! is also committed to supporting the development of the El Rito Heritage Retreat Center. The goals of SERPA and ¡Sostenga! are also in support of the commitment of NNMC to becoming a climate neutral institution, using LEED green building practices, and reducing the consumption of energy on the campus by 50% over the next several years. For establishment of the intercollegiate athletics program, seed money has been provided by the State of New Mexico, and a business plan has been developed to ensure that the program is self-sustaining within 5 years (<http://www.nnmc.edu/documents/AthleticsRecommendationsPresentation.pdf>).

2R2 Comparison Results with Peer Institutions and Organizations outside the Education Community

During the past five years, the college has made comparisons with other colleges and universities in New Mexico. As a result in participating with the CCSSE = Community College **Survey** of Student Experiences, two years ago, NNMC has been able to compare its academic and student serves against other two year institutions. These results have allowed the College to evaluate its processes and focus on improvement.

2R3 Results in Accomplishing Other Distinctive Objectives Strengthen Overall Institution and Enhance Relationship with Community and Service Area

NNMC's accomplishments related to its other distinctive objectives strengthen the overall institution by providing for the community's educational and service needs. This has strengthened the institution overall in terms of increased community support for College efforts; community support for legislative capital and operating appropriations□ promoting College partnership development with local, regional and national public entities and private enterprises (e.g. SERPA, ¡Sostenga!; El Rito Heritage Retreat Center)□ assisting and enabling disadvantaged populations to enroll in college (through the NNMC Foundation); improving county-wide literacy and college-readiness□ and broadening student service learning.

Improvement

2I1 Improving Systems and Processes for Accomplishing Other Distinctive Objectives

In order to continue to improve our systems and processes for accomplishing our other distinctive

objectives, it is necessary to involve everyone from the College and our communities in identifying where improvements need to be made. It is especially important to develop a cycle for identification, review, and improvement that is supported and endorsed by the President and Board of Regents in order for changes to occur. This cyclical process has been developed and implemented. The College is now undergoing substantial improvements as it works towards its new mission as a four year university, and will continue to evaluate and refine its objectives as it goes forward.

212 Setting Targets for Improvements □ Specific Priorities for Improvement □ and Communicating Results and Improvement Priorities to Stakeholders

NNMC sets targets for new improvement by gathering information from its various needs assessments and program reviews. A prioritization summary of targets and impact on the community are developed

and recommendations for improvement are communicated to the Administration, Academic Councils, faculty and staff. Decisions for use of available resources and scope of projects are approved by the AQIP Council and follow the process identified for resource allocation. New projects are designated to a

timeline and resources applied, with administrative and Board of Regents support.

Specific improvement priorities targeted by NNMC include service and community involvement (support of community forum and collaborative projects such as ¡Sostenga!; expanded Service Learning opportunities; expanded community partnerships); economic development (SERPA); and student life improvements (construction of a new dormitory for the Espanola campus to be ready for occupancy in August, 2009). NNMC will address these targets through various means of assessment data to determine which processes are needed in order to achieve these goals, utilize the AQIP process to communicate and clarify the goals to staff and faculty, and allocate the resources necessary to achieve these goals.