

New Mexico State University at Grants

STRATEGIC PLAN – 2007-2008



Submitted to the

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History of NMSU – Grants Campus

New Mexico State University at Grants was established in 1968 as a branch of New Mexico State University, a four hour drive from the Las Cruces campus. Within the framework of the New Mexico Branch Community College Act, the Grants Campus was launched as a result of a cooperative effort between the Grants Municipal School District and the Regents of New Mexico State University.

In the first years of operations, part-time faculty conducted classes in the evenings in public school classrooms. In August of 1968, NMSU-Grants obtained its present site from a defunct Grants Job Corps Center. For several years, classes were held in the rehabilitated Job Corps buildings until the first new construction in 1977-78 built the Walter Martinez Hall, which is the primary campus structure, housing academic classrooms, faculty and administrative offices. Another former Job Corps facility, a quasi-portable building which had been a student vocational building was remodeled as part of this construction process and extensive landscaping was completed. In 1980-81, additional construction was completed and along with it the Joseph Fidel Activities Center (gymnasium) was extensively remodeled.

The present configuration of the Walter Martinez building was attained in 1984 with construction of additional 20,800 square feet of vocational and technical instructional space. As a result of this construction, space was added for the Automotive Trades, Electronic Technology, and Welding and instructional computer laboratories. The total assignable floor space of the Walter Martinez building is 70,197 square feet.

In May of 1987, the main building on the Grants Campus was dedicated as the “Walter K. Martinez Memorial Hall” in memory of the deceased Representative Walter K. Martinez, Speaker of the New Mexico House of Representatives from 1971-1978, a New Mexico Representative from 1966-1984 and local Grants attorney. During his tenure in the New Mexico State Legislature, NMSU-Grants was the recipient of significant state appropriations for capital improvements. These appropriations facilitated the planning, remodeling, and construction of the present physical plant. Representative Martinez’s leadership in establishing the State’s Severance Tax Permanent Fund was an outstanding contribution to the State of New Mexico. Through this permanent fund, a continuing revenue service was created to fund capital outlay projects for higher education and other State agencies. His son, Representative Ken Martinez carries on with a legacy both as a local Grants attorney as well as a New Mexico Legislator.

During the 1980’s Cibola County experienced a massive shutdown of its primary industry, uranium extraction. Thousands of mining jobs were lost and many unemployed workers came to the college for occupational retraining, or to advance their academic education. As a result, the instructional mix, which had been about 70 percent vocational and 30 percent academic in the early 1980s, began to evolve to its present mix of approximately 75 percent academic and 25 percent vocational/technical. The major focus of the college shifted from providing occupational support for the mining industry to preparing constituents for new employment and educational opportunities and for academic transfer programs.

In the 1993 academic year, the gymnasium was dedicated in honor of Senator Joseph A. Fidel, and renamed the “Joseph A. Fidel Activities Center.” Joseph A. Fidel had been a school board member whose influence was critical to the initial establishment of the college. He is a Senior Senator in the

New Mexico State Senate and his political influence has been fundamental to the continuing provision of capital improvement funds for NMSU-Grants.

Between 1993 and 1995, remodeling projects produced eight new faculty offices, seven new classrooms and laboratories and the College's first food service area, and a larger, more complete bookstore. Major strides were made in the College's ability to provide technical instruction with the addition state-of-the-art computer labs. In 1996 a new 1,200 square-foot childcare (portable) facility was added to the campus complex, managed by a local non-profit that provides space priority to NMSU-Grants students. Simultaneously, a new water line was installed, and the campus heating and air conditioning systems were rebuilt.

While the early stages of NMSU-Grants focused on workforce development, in the ensuing years a focus moved towards academic programs and transfer of these programs to the baccalaureate. A focus on workforce training was abandoned but continues to be a major need for this rural region. In 2001 the University obtained full title to its property and facilities.

The new century (2002) also marked the beginning of technological infrastructure development with the award of a \$2.2 million dollar U.S. Department of Education Title V-Hispanic Serving Institutions grant. This five-year grant has enabled our campus to equip four computer classroom labs, one "open lab" for student use, and two mobile labs. The campus provides wireless access to the Internet via a T3 connection. The added funding from the Title V grant has facilitated the development of new programs on campus including the Education Resource Center (2003), which supports the growing demand for teacher education. The science labs have been enhanced with state-of-the art equipment and several classrooms are being transformed into multimedia centers (2004-05). Our Title V grant ends September 30, 2007. In March 2006 NMSU-Grants submitted a Title V Cooperative grant in collaboration with UNM to develop new programming in areas which this strategic plan seeks to develop for NMSU-Grants to meet our service areas needs. The focus of the Title V Cooperative grant is building Allied Health and Fine Arts Programming. Our current Carl Perkins grant is supporting creation of a Hospitality/Tourism Management Program.

Mission and Purposes Statement

The existing mission statement of New Mexico State University, Grants Campus is to provide quality instructional and supportive programs at the lowest feasible cost to persons within Cibola County. These will be provided to eligible persons without regard to age, color, disability, gender, national origin, race, religion, sexual orientation, or veteran status.

To accomplish this, NMSU-Grants Campus will focus on the following:

1. Improve instruction by continually:
 - a. utilizing an outcome assessment process;
 - b. appraising the effectiveness of degree and certificate programs;
 - c. implementing a process to increase satisfaction;
 - d. participating in professional development;
 - e. utilizing technology.
2. Improve curriculum by continually:
 - a. implementing occupational courses and programs that meet the needs of business and industry in the local area and state;
 - b. implementing courses to meet individual interests of a personal cultural, and recreational nature;
 - c. implementing programs of studies and courses required by occupations that pay higher minimum wages.
3. Improve the transfer process by continually strengthening ties other institutional to articulate programs student advisement procedures, and interdepartmental communication among faculty.
4. Improve a comprehensive student support program by continually:
 - a. providing advisement;
 - b. increasing retention;
 - c. increasing tutorial and mentor services;
 - d. increasing interest in student activities;
 - f. increasing job placement, job searching, and student transfer resources.
5. Improve local economic development by continually:
 - a. assisting new businesses with planning and funding procedures;
 - b. providing local training at an affordable rate;
 - c. recommending professional services and business aids;
 - d. networking and sharing of resources with state and community business groups.
6. Improve administrative support by continually:
 - a. implementing a system for process improvement;
 - b. integrating financial reporting, registration, and financial aid computer systems;
 - c. developing, implementing, and monitoring a results-oriented marketing plan;
 - d. enhancing the student registration process;
 - e. seeking input from students, faculty, and the community;
 - f. increasing the number of courses at convenient locations throughout the county when economically feasible;
 - g. improving instructional process;
 - h. improving library services.
7. Improve physical plant and operations by continually:
 - a. maintaining the facilities and equipment;
 - b. increasing conservation and usage compliance.

New Mexico State University

Grants

Current Status

NMSU-Grants is the smallest of the four NMSU branch campuses, which include Alamogordo, Carlsbad and Dona Ana). We employ 16 full-time faculty, average of 40 adjunct faculty, 40 full-time staff and 2 permanent part-time staff.

Our student base is highly reflective of our Cibola County Service area population base, noted below in Table 1. NMSU-Grants is a ‘minority-majority serving institution, serving a large Native American and Hispanic student base.

Table 1 – Summary Student Profile of NMSU-Grants students

Student Profile	NMSU-Grants Campus
Total Student Enrollment	402 FTE 1,000 headcount (unduplicated)
Average student age	31.6 years
Males	30%
Females	70%
Hispanic	31%
White/non-Hispanic	16%
American Indian	38%
African American/Black	1%
Asian/Pacific Islander	0%
Non-resident/Alien	0%
Race/ethnicity not reported	14%
Tuition per credit hour (undergraduate)	\$50/Credit hour

In July 2005, NMSU-Grants hired a new CEO as part of a collaborative hiring process that included a strong focus on community involvement when in prior years the decision had primarily been made by NMSU. With that community-based selection committee, a focus was made by the committee to hire a CEO that had a strong background in grant development, accreditation experience, understanding of rural issues and experience in a community college ‘mission’. The reason for this shift was to engage the campus as more of a catalyst to support workforce and economic development to support the region’s needs.

The new CEO was also charged with immediately developing the Self-Study Process for re-accreditation slated for 2008 in alignment with NMSU re-accreditation. NMSU-Grants accreditation process is currently aligned with that of NMSU (Las Cruces) but plans are to apply for stand alone accreditation after this cycle because accreditation is more relevant if ‘stand-alone’ because it addresses the specific needs of this campus/community which are quite unique from that of NMSU (Las Cruces). Two NMSU branch campuses, Alamogordo and Carlsbad have been on stand alone accreditation status for several years and the Dona Ana Branch has prepared an initial ‘self-study’ for stand alone accreditation status in 2006. When NMSU-Grants seeks accreditation it will be based on the alternative model ‘Academic Quality Improvement Project’ (AQIP) which incorporates a great deal of institutional team building and is based on Baldrige Quality Principles.

A new strategic plan will be developed during the 2006-07 Academic year based on the work of the Accreditation Focus Committees. As such, the enclosed Strategic Plan is a summary plan that does not yet include measurable goals. In an attempt to provide a somewhat current plan please consider this a “summary” direction for NMSU-Grants.

In April 2006, NMSU-Grants after much discussion in-house between faculty and staff, initiated a series of Accreditation Focus Groups which meet monthly and involve the entire campus community and are aligned with accreditation criteria. These Focus Groups include:

Accreditation Criteria	Focus Groups				
<i>Mission & Integrity</i>	Mission	Outreach & PR	Publications	Mission Review	
<i>Preparing for the Future</i>	Grant & Contracts	Human Resources	Financial Resources	Facilities	Banner
<i>Student Learning and Effective Teaching</i>	Learning OA	Student Retention	Faculty/Program Evaluation	Faculty Part-time	
<i>Acquisition, Discovery and Application of Knowledge</i>	Curriculum	Extended Learning	Learning Support	Professional Development	ICT (computer support)
<i>Engagement & Service</i>	Service Learning & Community Service	Community Education & Workforce Training	Student Government & Organizations	CCSSE Survey	

In an effort to evaluate NMSU-Grants assets and weaknesses the following table was developed during focus group teams meetings.

NMSU-G STRENGTHS	NMSU-G WEAKNESSES
Committed faculty and successful programs in numerous academic and occupational fields. Highly qualified faculty.	Lowest dual (concurrent) enrollment in state.
Accessible and affordable tuition. Open admission policy encourages access.	Funding for new program development must be sought from outside sources. Campus did not have a history of grant development.
Senior legislators from region (Senator Joseph Fidel/Rep. Ken Martinez)	While roots were grounded in workforce development the past 15 years were more focused on academic/academic transfer programs. Therefore region's workforce needs, i.e. Allied Health, Tourism/Hospitality, and Arts are lacking in campus programs.
Strong community and student support.	Large geographic region with low population density.
Skilled at utilizing technology to support instruction.	Limited revenues from tax base, lowest in the state to support new program development.
Faculty well versed in use of technology to enhance pedagogy.	Physical plant in need of major renovations, \$6,000,000 in deferred maintenance. One instructional facility is a renovated warehouse that was re-designed for instruction.
Generally small class sizes with individual student interaction with faculty	Two-year time lag in New Mexico higher ed funding formula when experience student growth.
Strong student support services, i.e. financial aid, tutoring, library and access to state of the art technology	No public transportation services to support student access.
Excellent computer laboratories and ITV studio for distance ed coursework	Small administrative staff with limited support staff.
Numerous online and web enhanced classes serving rural and working populations	No development or institutional effectiveness office.
A forty (40) acre campus that has room for new facilities that is centrally located in Grants.	Under-preparedness of students for academic rigor as indicated by placement testing.
Commitment to low tuition to support access (<i>\$47/credit hour</i>).	Difficult to schedule classes to meet all students' needs due to our small student enrollment base.
Strong Adult Basic Education Program that within this year tripled in enrollment due to open entry/open exit strategy.	Difficult to outreach our remote service areas due to financial constraints and smaller student base.
New Associate of Science degree program commences Fall 2006, precursor to Allied Health Sciences.	Recruitment of associate (adjunct) faculty with required academic credentials in a rural area is challenging.
Student Success Center providing tutoring support for students.	Distance from our main campus (<i>4.5 mile drive/one way</i>).
Active student government.	Challenged to support current library acquisitions for new programs.
Math Tutoring Laboratory available to support student success in mathematics.	No endowment for the NMSU-G campus.
New Mexico Lottery Scholarship has expanded access to higher education for students that might not have attended college.	Many first-generation college students and their families are not aware of the specifics of the NM Lottery Scholarship, i.e. if a high school senior does not attend college immediately upon graduation, they forfeit their Lottery Scholarship.
Strong student advisement process.	Difficult to provide advisement to our more remote students in outlying areas that can be as far as 1 hour driving distance.
NMSU-G hosts baccalaureate programs delivered by technology from NMSU main campus to support student completion of baccalaureate program(s).	Hosting of baccalaureate programs with limited funding stresses NMSU-G staff and resources.

NMSU- GRANTS FIVE YEAR GOALS

At this point in time the following five-year goals are the primary focus of NMSU-Grants based on the review by the first year on-the-job of the new CEO regarding institutional/academic needs, community assessment undertaken by the CEO in her first year and NMSU-Grants Accreditation Focus Teams. Measurable goals are not yet in place and will be determined during 06-07 Accreditation Focus Teams.

1. Develop stand alone accreditation through HLC after the 2008 re-accreditation process is completed.
2. Develop stronger relationship with Grants/Cibola Schools Advisory Committee and service area Tribal Schools.
3. Continue to support and build academic programs (Certificate/Associate/Transfer).
4. Build stronger enrollment base in Vocational/Trades Programs.
5. Continue to expand access for our students to Distance Education programs from baccalaureate to masters programming on-site, including:
 - a. Education Degree
 - b. Human Services Degree
 - c. Criminal Justice Degree
 - d. RN-to-BSN and BSN
6. Build Dual Enrollment between area schools from our current status as 'lowest' in state.
7. Focus on development of Workforce Training Programs that support economic development of region.
8. Expand grant application(s) to provide start-up funding for new program development and innovation.
9. Develop Service Learning initiative across curriculum.
10. Develop expanded educational programs for three area prisons to include academic programming for both inmates and correctional staff. Create a full-time faculty position in Criminal Justice to provide academic focus in this area due to three major prisons in our service region.
11. Support region's community/economic development.
12. Develop Academic Programs in:
 - a. Allied Health (ex: EMT, Radiography, Medical Technology, Pre-Nursing)
 - b. Tourism/Hospitality Management Services
 - c. Fine Arts (to include Creative Media)
13. Address \$6,000,000 deferred maintenance needs of physical plant.
14. Continue to build computer technology support to entire campus.
15. Expanded collaborations with other higher education institutions i.e. collaborative grant applications.