

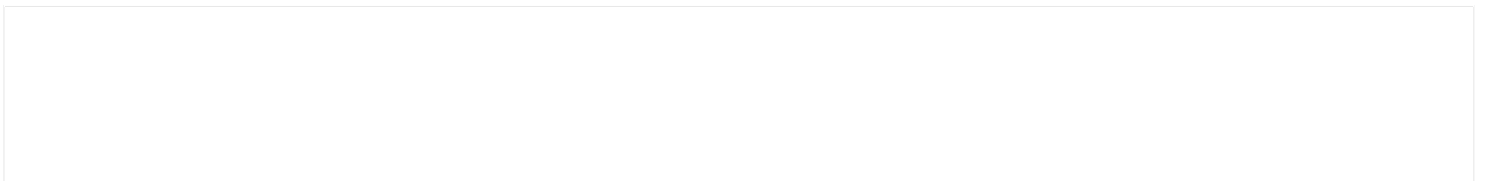
MESALANDS COMMUNITY COLLEGE

Strategic Plan 2015-2020



FIND 
your way!

MESALANDS COMMUNITY COLLEGE
STRATEGIC PLAN
2015-2020



MESSAGE FROM THE PRESIDENT

January of 2016 will mark the 37th year at Mesalands since its founding in 1979 as Tucumcari Area Vocational School (TAVS). The College has undergone many changes since its creation during the thirty-third session of the New Mexico legislature, including three name changes, and the growth from a vocational and technical college to a regionally accredited institution offering a comprehensive selection of degree plans. But a few things have remained the same: the College's commitment to our students and our community. The College has always strived to provide a quality education that is both affordable and accessible. With our history in mind, the College has produced this strategic plan that outlines the vision for the future of Mesalands Community College with identified direction and priorities for the future. The plan is an incorporation of information and ideas from the entire College community that includes contributions from faculty, staff, the board of trustees, and community members. The plan was developed around four major initiatives that will serve as our path for the future. For each initiative, goals have been established to provide guidance for planning and budgeting purposes. Through these goals the college has a path for the future that is realistic, achievable and measurable.



Thomas W. Newsom, Ph.D.
President
Mesalands Community College

I thank the committee members who devoted much time and energy to complete this process, and all those who provided input. While we celebrate our past, it is imperative that we remain focused on the future to meet the needs of our students and our community.

A handwritten signature in black ink, appearing to read 'Tom Newsom', written in a cursive style.

Thomas W. Newsom, Ph.D.



MESALANDS COMMUNITY COLLEGE BOARD OF TRUSTEES

Mr. J. Bronson Moore, Chair
Mr. Jimmy Sandoval, Vice Chair
Mr. James Streetman, Secretary/Clerk
Ms. Liz Estrada, Member
Ms. Teresa Stephenson, Member



TABLE OF CONTENTS

- MESSAGE FROM THE PRESIDENT** i
- TABLE OF CONTENTS** iii
- MISSION AND GOALS** 1
- HISTORY OF MESALANDS COMMUNITY COLLEGE** 2
- GENERAL EDUCATION PHILOSOPHY** 4
- THE CAMPUS** 5
 - Enrollment and Completion Trends 6
- STRATEGIC PLANNING BACKGROUND AND OVERVIEW** 7
 - Strategic Planning Timeline 7
 - Strategic Initiatives 8
- STRATEGIC GOALS AND INITIATIVES FOR 2015-2020** 8
- STRATEGIC PLANNING AND INSTITUTIONAL EFFECTIVENESS PROCESS** 15
 - Institutional Effectiveness 15
 - Strategic Planning 16
 - Strategic Planning and Institutional Effectiveness Model 16
- APPENDICES** 17
 - Appendix A — Strengths, Weaknesses, Opportunities, and Challenges
 - Appendix B — Student Learning Assessment Committee
 - Appendix C — Institutional Effectiveness, Research and Planning/Strategic Planning Committee







MISSION AND GOALS

MISSION

Mesalands Community College is an institution of higher education that promotes student learning through quality education and services while fostering personal growth, leadership, and opportunity to a culturally diverse community.

GOALS

The goals of Mesalands Community College are to provide:

- An environment where learning is appreciated, encouraged, and assessed.
- Academic and technical programs for qualified individuals to enhance their lifelong educational opportunities with an emphasis in a general core base of knowledge.
- Accessible, multi-faceted services to qualified participants.
- Opportunities to develop leadership skills and achieve personal growth by valuing academic and social responsibility.
- Quality community service programs responding to the diverse needs of the region.

MESALANDS COMMUNITY COLLEGE STRATEGIC PLANNING COMMITTEE

- Dr. Thomas Newsom (ex officio)
- Dr. Forrest Kaatz (co – chair)
- Jim Streetman (co – chair)
- Dr. Aaron Kennedy
- Natalie Gillard
- Tom Morris
- Dr. Axel Hungerbühler
- Gretchen Gürtler
- Kimberly Hanna
- Jim Morgan
- D’Jean Jawrunner
- Amanda Hammer

HISTORY OF MESALANDS COMMUNITY COLLEGE

Mesalands Community College was established as Tucumcari Area Vocational School (TAVS) under the Area Vocational School Act of New Mexico during the thirty-third Legislative Session of the State of New Mexico. In January 1979, an act of the Legislature authorized the establishment of an area vocational school in Tucumcari (Statutory Authority: Sections 21-17-1 through 21-17-17 NMSA 1978). The school was authorized to offer programs of vocational education leading to certificates and diplomas.

In November 1993, the institution was authorized by the New Mexico Commission on Higher Education to offer Associate of Applied Science degrees in Business Administration and Computer Information Systems.

In June 1994, the Commission on Higher Education authorized the College to offer the Associate of Applied Science degree for each of its technical/vocational programs. The degree programs were implemented in the fall semester of 1994.

In 1994, the Board of Trustees authorized Tucumcari Area Vocational School to begin doing business as Mesa Technical College in order to more accurately represent the institution to its varied constituents as a small community college.

In the fall semester of 1995, Mesa Technical College implemented a pre-collegiate studies program and expanded its course offerings in general education. In the spring semester 1996, the College began expanding its offerings via distance learning, including the Electronic Distance Education Network (EDEN), a cooperative effort of the universities of New Mexico, PBS and the Internet.

In the spring semester of 1996, the College developed programs in paleontology and geology. Mesalands Dinosaur Museum and Natural Science Laboratories were planned, based on a partnership that developed between the College and the community in recognizing, owning, and promoting this region's rich heritage as one of the premiere deposits of fossilized ancient life. The community continues to donate considerable time, energy, and resources to the museum for cataloging specimens and providing sites for further exploration. An outgrowth of planning for separate funding of the museum resulted in the establishment of Mesa Technical College Foundation, Inc., for charitable, scientific, and educational purposes.

On July 1, 1996, Mesa Technical College came under the direction of a new president, Dr. Phillip Barry, who instituted a concerted effort in strategic planning – a prerequisite to addressing institutional challenges and implementing effective change. The College's new direction has manifested itself in significant changes, including the implementation of student assessment, institutional effectiveness, and curriculum development. The institution's mission and goals were reviewed and revised, appropriate to Mesa's new effort toward community college status.



The president also launched an intensive effort to earn accreditation from The Commission on Institutions of Higher Education of the North Central Association (NCA) of Colleges and Schools. Administration, faculty, and staff set forth on a fast track to compress the two-year process normally needed to earn a site visit from NCA into a period of less than a year. In August 1997, these efforts were rewarded when NCA granted Mesa Technical College candidacy for accreditation. In August of 1999, Mesa was granted the status of initial accreditation by NCA; at which time the state allowed the College to begin offering the Associate of Arts degree. In 2004 Mesalands Community College received 10 years of accreditation from the Higher Learning Commission, a Commission of North Central Association of Colleges and Schools.

In the fall of 1998, the College launched a new intercollegiate rodeo program in response to the desires of its students and the locale in which the College is situated. The success of this program led to the establishment of a livestock judging team in 2001.

With the College continuing to grow and mature, the College's name was changed to more adequately reflect its mission. On September 11, 2001, the Board of Trustees renamed the institution Mesalands Community College.

In 2004 the College took to the airwaves when it designed and launched its Mesalands Telecommunication Network (MTN) and implemented Digital Interactive Television (DITV). Then, in 2005, a Spanish language outreach radio program, "La Voz," began airing twice weekly. That same year saw Building Trades start.

A new, expanded Health and Wellness Facility was added to Building A in 2007.

The North American Wind Research and Training Center was initiated in 2005. A commercial-grade, 1.5 megawatt General Electric wind turbine was erected on campus in 2008. During fall semester the same year, classes in Wind Energy Technology were initiated.

In the spring of 2010, Building G was expanded to include the President's Office, the Board of Trustees Conference Room, four new classrooms, and the Bookstore.

In the fall of 2010, the North American Wind Research and Training Center, a 27,000 square foot building was dedicated.

In the spring of 2011, operations began in the new Wind Center.

In June 2011, Dr. Phillip O. Barry, President of Mesalands Community College, retired after 15 years of dedicated service.

On July 1, 2011, a new President was hired. In January 2013 the College began the third Presidential Search Process.

On July 11, 2013, after an extensive nationwide search, the Board of Trustees hired Dr. Thomas W. Newsom, as the next President of Mesalands Community College.





GENERAL EDUCATION PHILOSOPHY

One of the goals of higher education is to prepare students with the cultural and social skills which will enable them to participate actively in our society. General education courses are intended to introduce students to a body of knowledge that gives meaning and cohesion to our society, in preparation for lifelong learning.

The general education requirements are also intended to prepare the community college student with the academic background and skills to successfully pursue more advanced degrees at colleges and universities and/or to be more successful in a career. To that end, Mesalands Community College has incorporated into each degree and applied science certificate an institutional core of general education.

The College has identified three General Education competencies that all Mesalands Community College graduates should demonstrate upon completion of a degree. General Education competencies are delivered and assessed in specific, identified courses and reinforced and further assessed in discipline courses. These competencies represent the most deeply held values of the College, and are as follows:

Communication: Students will read, write, listen and use verbal skills to organize and communicate information and ideas in personal and group settings.

Quantitative and Scientific Reasoning: Students will demonstrate mathematical principles and scientific reasoning by applying appropriate methods to the inquiry process.

Critical Thinking: Students will identify, evaluate and analyze evidence to guide decision making and communicate their beliefs clearly and accurately.

THE CAMPUS

Mesalands Community College is situated at 911 South Tenth Street in Tucumcari, New Mexico, approximately 100 miles west of Amarillo, Texas, and 168 miles east of Albuquerque, New Mexico. Tucumcari is located in the eastern part of the state and is surrounded by scenic mesas. It is recognizable by its landmark, the 5,000-ft. butte known as Tucumcari Mountain. Interstate Highway 40 and U.S. Highway 54 converge in the town, making it a popular tourist site. The campus of Mesalands Community College is positioned on 115-acres, with room for future expansion. The main campus is comprised of six buildings, with additional buildings located at other sites off the main campus.

The College currently operates the following facilities:

Building A: - Administrative offices, including the offices of Enrollment Management, Student Affairs, Financial Aid, Recruiting and Academic Affairs, Arts and Sciences, Administrative Affairs, Career Center, College Library, Computer Laboratories, Conference Facilities, Educational Services Center, Health and Wellness Facility, Off-Campus Programs, Mesalands Community College Foundation, Inc., Public Relations Department, Science Laboratory, Student Commons, Telecommunications Center

Building B: - Building Trades

Building C: - Maintenance, Small Business Development Center, Welding Laboratory

Building D: - Animal Science/Agri-Business, Farrier Science, Fine Arts/Bronze, Intercollegiate Rodeo, Silversmithing

Building E: - Computer Laboratory, Distance Education, North American Wind Research and Training Center, Wind Energy Technology

Building F: (Located at the corner of First Street and Laughlin Avenue) - Mesalands Community College's Dinosaur Museum, Natural Sciences Laboratory, Museum Shop, Classrooms

Building G: Academic Classrooms, Board Room, College Bookstore, Human Resources, Institutional Research and Effectiveness, President's Office

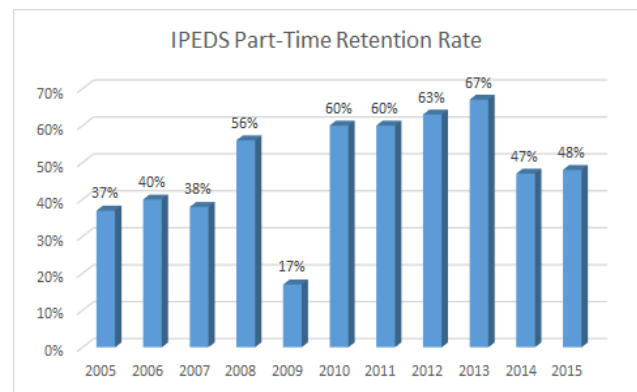
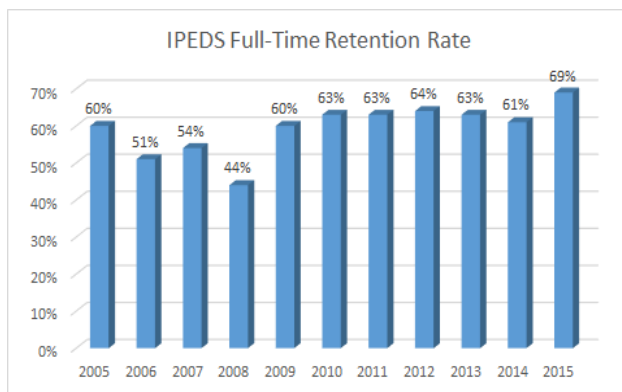
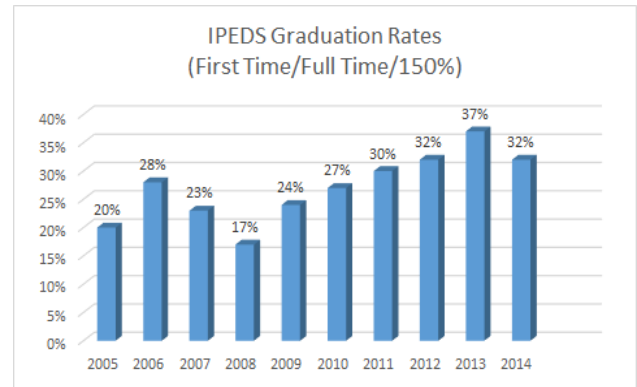
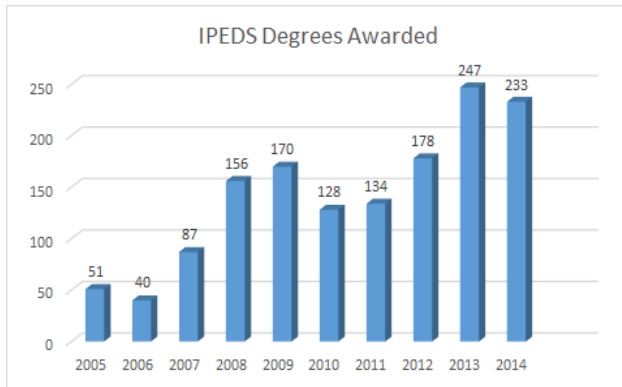
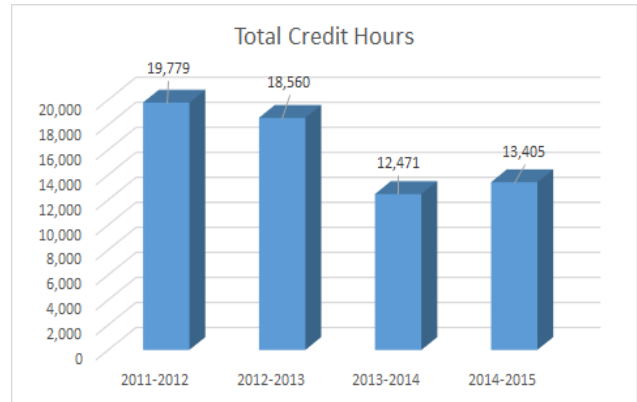
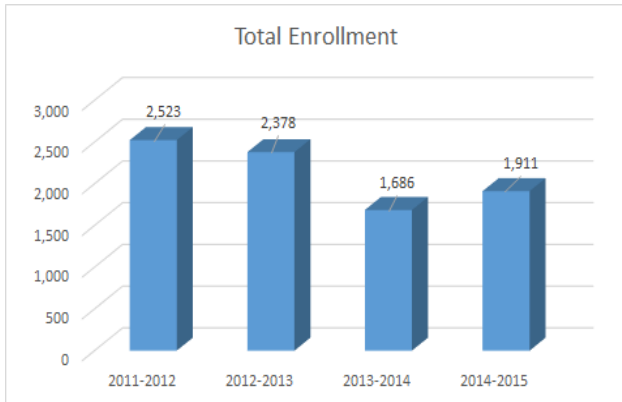
Building H: (Located on Camino del Coronado) - Horse Complex, Rodeo Facilities

The College has developed partnerships with Quay County for the use of a professional rodeo arena. Building H consists of 70 horse stalls for student rental, and is adjacent to the arena, which is located within the Quay County Fairgrounds three blocks from the College on Camino del Coronado.

The College recently required 92 acres of land from the Greater Tucumcari Economic Development Corporation (GTEDC) to construct a new Animal/Farrier Science and Rodeo Facility.



MESALANDS COMMUNITY COLLEGE ENROLLMENT AND COMPLETION TRENDS



*Integrated Postsecondary Education Data System





STRATEGIC PLANNING BACKGROUND AND OVERVIEW

Mesalands Community College understands the importance of long-range and short-range strategic planning and the process of participation among a broad base of participants, in order to develop strategic initiatives for the institution. The purpose of this process was not to develop a voluminous document that attempts to be specific to all of the functional areas of the college, but a document that fosters a large locus of involvement from the college community by developing a consensus that:

1. Identifies the current and future challenges, as well as opportunities for the College and our community.
2. Affirms the mission of the College.
3. Identifies and implements strategies that will further the mission of the College.
4. Identifies ongoing assessment through a process of review and revision that ensures progress of the implementation of the strategic plan will be assessed.

The College is committed to continuously informing the strategic planning process through ongoing assessment of student learning and student outcomes that lead to student success.

STRATEGIC PLANNING TIMELINE

- 2/2014 - Select College Employees and Board of Trustees Members invited to serve on the Strategic Planning Committee.
- 2/2014 - Initial meeting of the Strategic Planning Committee
- 3/2014 - Strategic Planning Committee begins work to identify strategic initiatives through Strength, Weakness, Opportunity, and Threat (SWOT) Analysis.
- 7/2014 - Strategic Planning Committee formalizes initial direction of plan and develops a survey to administer to the College community.
- 8/2014 - Survey administered to College community to solicit input on direction of plan and strength, weaknesses, opportunities, and challenges of the institution.
- 9/2014 - Strategic Planning Committee formalizes plan with strategic goals and initiatives.
- 11/2014 - College community is surveyed in order to solicit input on formal plan prior to finalization.
- 1/2015 - Strategic Planning Committee incorporates input from College community and finalizes strategic goals and initiatives.
- 3/2015 - College completes Strategic Plan Document
- 4/2015 - Strategic Plan approved by Board of Trustees



STRATEGIC INITIATIVES

Through a highly inclusive and exhaustive process, the Strategic Planning Committee identified the following strategic plan initiatives. These initiatives will provide a path towards achieving the mission of the College through the Strategic Plan.

- Enrollment and Student Success
- Academic Quality and Reputation
- Outreach and Engagement
- Maximize Resources

MESALANDS COMMUNITY COLLEGE STRATEGIC GOALS AND INITIATIVES FOR 2015-2020

Mesalands Community College's institutional initiatives are broad, measurable priorities that enable the College to fulfill its mission and vision, reflect its values, and take into consideration the opportunities and challenges that confront it. The College fulfills its mission through instructional programs, lifelong learning, and student services.

The four major initiatives and identified goals provide guidance for all planning and budgeting processes of the institution. Goals have been carefully established for each of the major initiatives to assist the College in achieving its vision of becoming a leader in higher education and a catalyst for economic, cultural, and community development. Under each goal, example initiatives have been included that will help guide the development of annual objectives. As part of the College's strategic planning and institutional effectiveness process, each department will set objectives on an annual basis to assist the College in reaching these goals. These annual objectives will be assessed to evaluate the effectiveness of the strategic plan.

STRATEGIC PLAN INITIATIVES

- Enrollment and Student Success
- Academic Quality and Reputation
- Outreach and Engagement
- Maximize Resources





INITIATIVE #1: ENROLLMENT AND STUDENT SUCCESS

Mesalands Community College is committed in its efforts to increase enrollment. The College will enhance the success of all students by creating academic and social environments that foster learning, persistence, and completion towards the students' identified goals.

1.1 Marketing and communication plan

1.1.1 Goal: Develop and implement a marketing and communication plan.

- Integrate the recruiting/marketing efforts of academic programs with Student Affairs, Academic Affairs, Public Relations, and with the assistance of College administration and faculty.
- Redesign website to support marketing plan.

1.2 Graduate outcomes and success

1.2.1 Goal: Develop and implement a plan to examine the success of graduates in employment and transfer to 4-year degree programs.

- Hire a Director of Career Services responsible for the overall operation of the Career Services department.
- Develop and implement, with the help of academic program directors, a survey instrument to gather pertinent information 6 months post-graduation.
- Develop and implement, with the help of academic program directors, a survey instrument to gather pertinent information from employers of our graduates with the goal of assessing competencies in soft skills and program specific skills.
- Develop a data-driven process using graduate and employer data to improve program and student success.

1.3 Assessment of co-curricular programs

1.3.1 Goal: Improve assessment of co-curricular programs.

- Develop a mission statement and goals for Student Affairs.
- Establish and implement a plan-do-study-adjust cycle of assessment for co-curricular programs that supports student success.

1.4 Persistence and completion

1.4.1 Goal: Improve persistence and completion of students.

- Establish data-informed practices and a regular cycle of analysis of existing activities to improve student persistence and completion.
- Establish a consistent evaluation process of persistence and completion rates for at-risk populations.
- Link assessment of student learning to persistence and completion initiatives.

1.5 Veteran friendly campus

1.5.1 Goal: Create a Veteran Friendly campus by establishing appropriate academic and student services specific to the needs of the population.

- Identify a College representative who understands the unique academic and student service needs of returning veterans.
- Establish a dedicated office to provide the resources and cross-campus connections needed by incoming veteran students.
- Establish adequate academic, personal and financial counseling services.
- Ensure the College accepts military credits following commonly accepted guidelines and understands how to evaluate military-specific training and transcripts.
- Establish a student veteran organization.
- Market the College as a Veteran Friendly institution.
- Establish a Veterans' page on the College Website.

1.6 Student Scholarships

1.6.1 Goal: Expand and promote scholarship opportunities for students.

- Promote Mesalands Community College Foundation fundraising efforts.
- Explore alternative revenue generating sources.
- Develop initiatives to promote the Financial Aid and scholarship opportunities offered to Mesalands students.

INITIATIVE #2: ACADEMIC QUALITY AND REPUTATION

Academic quality and reputation affect students from the moment they begin pursuing higher education until they receive their diplomas and beyond. It is the College's belief that faculty are at the core of its academic foundation, where learning is appreciated, encouraged, and assessed.



2.1 Full-time Faculty Needs

2.1.1 Goal: Ensure adequate full-time faculty growth as needed.

- Ensure levels of full-time faculty meet levels of student growth as needed.
- Provide adequate faculty for new programs.

2.2 Articulation Agreements

2.1.1 Goal: Increase and update existing articulation agreements.

- Pursue new articulation agreements with colleges and universities.
- Update existing articulation agreements.

2.3 Student Population Skill Gaps

2.3.1 Goal: Close the skills gap by focusing on Hispanic students, non-traditional students, and veteran students.

- Support Adult Basic Education and General Education Diploma Programs.
- Reconstruct pre-collegiate courses.

2.4 Shared Governance

2.4.1 Goal: Increase faculty role in shared governance.

- Design, implement, and review curriculum.
- Ensure faculty participation at the Cabinet level.
- Include faculty in technology decision making.
- Increase faculty promotion of specialty programs.

2.5 Online Course Delivery

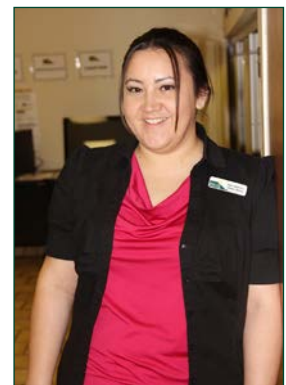
2.5.1 Goal: Develop quality standards for online course delivery.

- Provide faculty training and implementation in Quality Matters program.
- Promote faculty training for lecture capture and implementation.

2.6 Online Student Support Services

2.6.1 Goal: Develop a plan to make student support services available online.

- Develop academic support services.
- Establish student support services.





2.7 Academic Assessment

2.7.1 Goal: Refine and enhance academic assessment.

- Develop a comprehensive general education assessment model.
- Complete examination of success of graduates in employment and transfer.
- Provide additional training to faculty on assessment with a particular focus on “closing the loop”.
- Develop a statistical data model to quantify assessment outcomes.

INITIATIVE #3: OUTREACH AND ENGAGEMENT

Mesalands Community College will provide multi-faceted services to meet the needs of a culturally diverse population by engaging the community and seeking support from outside sources. The College will establish and maintain relationships with other entities to achieve these goals. The College will provide resources to the community to enhance their lifelong learning opportunities.

3.1 Community Outreach and Engagement

3.1.1 Goal: Enhance general access to programs, resources, and facilities for the community at large.

- Provide support for Mesalands employees to become more active in community service organizations and community initiatives.
- Create and expand mutually beneficial and responsive partnerships between Mesalands students and employees, and individuals, organizations, and businesses within the community.

3.2 Grants and Research

3.2.1 Goal: Establish a culture of research and scholastic opportunities.

- Utilize support from the College to maintain and expand partnerships between Mesalands research facilities (Dinosaur Museum and Natural Sciences Laboratory and North American Wind Research and Training Center), public agencies, and academic institutions.
- Support student, faculty, and staff research initiatives and travel to present scientific, technological, and mathematical research at professional venues.



3.2.2 Goal: Pursue grants that will benefit College initiatives and promote student success.

- Offer grant-writing assistance for Mesalands employees.
- Encourage faculty and staff to secure funding using the College's grant proposal guidelines.
- Explore grants for student and faculty research opportunities.

INITIATIVE #4: MAXIMIZE RESOURCES

Mesalands Community College seeks better utilization of the College's resources. The College will accomplish this by improving technology infrastructure, long range facility needs, funding plans, and improving efficiencies of and within the Institution.

4.1 Technology

4.1.1 Goal: Improve infrastructure to appropriately meet current and future technology needs.

- Maintain technology that supports the Americans with Disabilities Act, students in undeserved and underrepresented populations, and those enrolled through distance education.
- Improve technology infrastructure.
- Update institutional software.

4.2 Fiscal and physical responsibility

4.2.1 Goal: Develop and improve the College's administrative processes.

- Review, update, and improve standard operating procedures.
- Review, update, and improve cross-departmental functions.

4.2.2 Goal: Improve efficiencies within the Institution.

- Strategically place classes with due regard to energy savings and staff efficiencies.
- Streamline processes by reviewing standard operating procedures with a view towards efficiencies.

4.2.3 Goal: Evaluate to ensure the College's Facilities Master Plan meets the current and future needs of the Institution.

- Formulate new Institutional Capital Improvement Plan (ICIP) requests to support the master plan objectives.



- Review, improve, renovate or expand facilities to meet current and future needs of educational programs.
- Ensure alignment of budget priorities and strategic plan.

4.3 Employee training and professional development

4.3.1 Goal: Identify appropriate professional development.

- Facilitate the achievement of teaching excellence by providing faculty access to the latest trends in education.
- Facilitate employee professional growth.

4.3.2 Goal: Ensure adequate resources for professional development.

- Support a culture of collaboration and shared information.
- Work with agencies within the community to develop and enhance staff skills for interpersonal relationships.

4.4 Housing

4.4.1 Goal: Provide student housing.

- Explore options for student housing.
- Identify cost-effective methods to fund and sustain student housing.





STRATEGIC PLANNING AND INSTITUTIONAL EFFECTIVENESS PROCESS

Mesalands Community College's mission provided the starting point for this Strategic Plan. The entire planning process, including implementation and assessment, helps Mesalands to manage efficiently, maintain fiscal control, improve services and processes, and allocate resources effectively. To make our planning process effective, it includes a monitoring mechanism to determine whether or not the purposes are achieved and objectives are met. Assessments also provide Mesalands with feedback on why the purpose and objectives were or were not met, and helps the institution consider how resources are being used, where resources are insufficient or underutilized, and where the quality and quantity of resources are appropriate. Mesalands uses the results of planning and assessment to maintain, support, and improve its programs and services. The implementation of the Strategic Plan occurs at the departmental level. Each employee of Mesalands Community College has a role in implementing the Strategic Plan. Each academic year, each department will develop a minimum of two or three objectives, which must be accomplished in order to achieve the Strategic Plan's Initiatives and Goals. Departmental objectives will be supported by implementation steps, specific assessment criteria, and evaluation methods to ensure the objectives accomplishment.

As departmental objectives are linked to the Strategic Initiatives and Goals and are implemented and completed, the Strategic Plan becomes implemented, institution-wide assessment occurs, improvements are implemented, and feedback from the assessment links to future planning.

INSTITUTIONAL EFFECTIVENESS

Institutional Effectiveness is defined as the extent to which an institution achieves its mission and goals. The College's institutional effectiveness process is an on-going, institution-wide commitment to planning and outcomes assessment for the purpose of continuous improvement and to provide evidence that the College is effectively achieving its mission.

Institutional effectiveness at Mesalands is a continuous, cyclical process comprised of setting goals and objectives, implementation, evaluation, assessment, and improvement that is

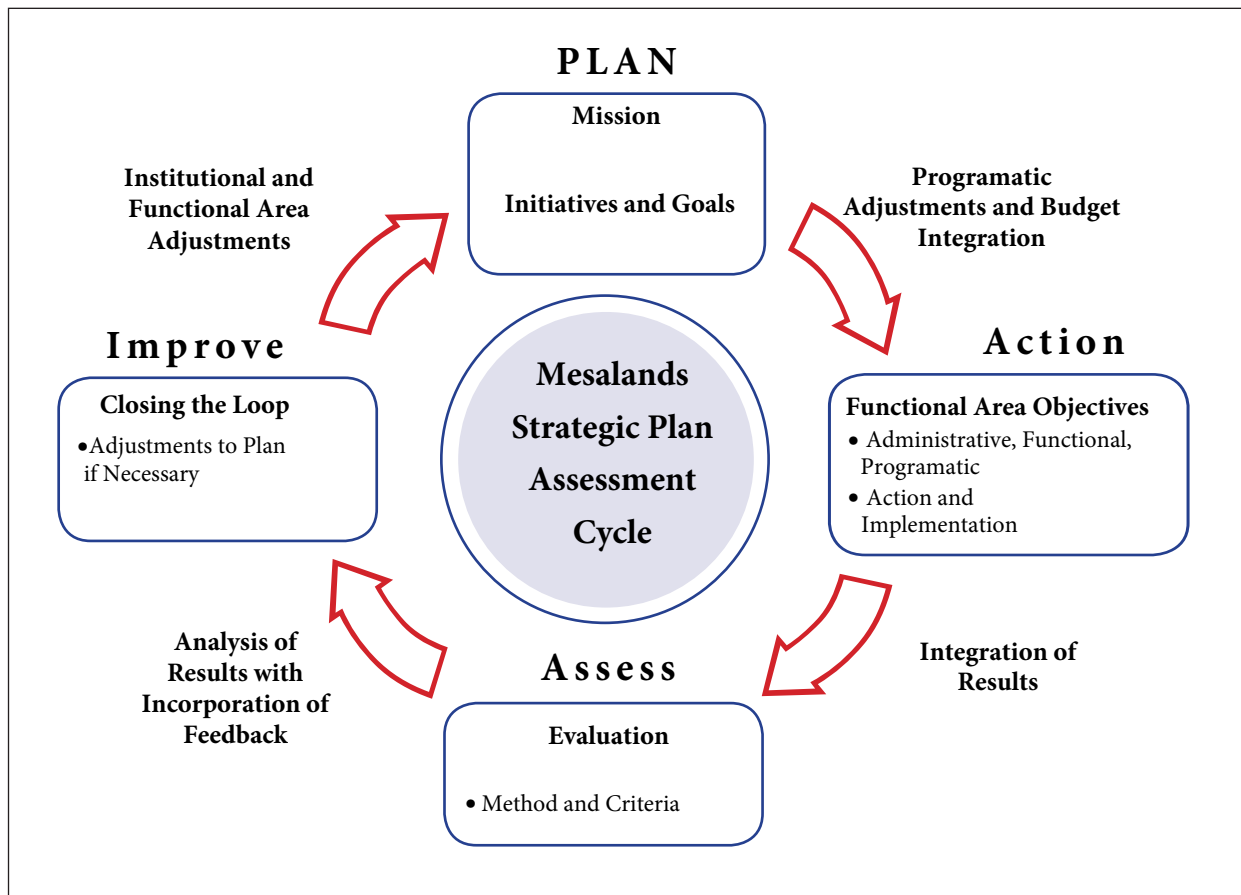
applied at every level of the College. It is an integral part of Mesalands’s commitment towards consistent improvement of programs, services and administrative functions.

STRATEGIC PLANNING

Strategic Planning is the process by which Mesalands determines its major long-term directions and decisions. Strategic planning has both an external and internal focus. It spans departmental boundaries and involves a continual scanning process as a means of actively monitoring changes in the environment that will likely have implications for the College.

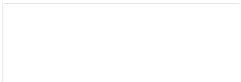
Strategic Planning and Institutional Effectiveness Model

The College strives to achieve an ongoing institution-wide assessment of student and academic achievement. This is critical to ensuring that the College is achieving its mission and goals and fostering a culture of continuous improvement of its programs and services. The following model represents the assessment process that Mesalands Community College employs to ensure the college is adhering to this strategic plan.



APPENDICES





STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND CHALLENGES

Based upon thorough discussions among the Strategic Planning Committee and gathered survey data from the College community, the committee found the following Strengths, Weaknesses, Opportunities, and Challenges for each of the prescribed strategic goals:

1. INCREASE ENROLLMENT/PROMOTE STUDENT SUCCESS

A. STRENGTHS

1. Great labs and facilities; thanks to STEM
2. Dedicated staff
3. Qualified instructors and curriculum
4. Mesalands Community College campus
5. Ability to redefine current programs
6. Ability to develop new programs guides
7. Unique/specialty programs
8. Specialty programs
9. Small size - individual service
10. Our staff
11. Access to faculty for advisement
12. Individualized attention to students

Common Threads

- A. Mesalands Community College staff and facilities
- B. Specialty Programs

B. WEAKNESSES

1. Faculty overload; too many adjunct classes in some disciplines
2. Entire campus needs to recruit
3. No housing - Lack of dorms
4. Student advisement by faculty (No training)
5. Lack of infrastructure for distance degrees
6. Lack of faculty training for distance degrees
7. Tucumcari as a convenient location to relocate for education
8. Lack of support services for distance degrees
9. No recruitment tracking system
10. Only one recruiter
11. Communications with each other and with our students
12. Population to draw from
13. Understanding enrollment numbers across campus
14. IT issues for distance learning
15. Developing ways for everyone to get involved in recruiting

Common Threads

- A. Lack of student housing
- B. Not enough support for distance education
- C. More effort for recruiting

C. OPPORTUNITIES

1. Increase credit opportunities for students (example Wind Energy Technology)
2. Utilize our new equipment from STEM grant more efficiently
3. More PR for recruitment outside area
4. Need housing
5. *Faculty development opportunities using STEM grant and (CCURI)
6. What definition college funding formula of student success completion are we using?
7. STEM
8. Student housing
9. Develop new programs – gunsmithing, culinary, paralegal, truck driving
10. Identify and do feasibility study for new programs
11. Sole provider of corrections
12. New research opportunities for students; opportunities to present at different venues
13. Corporate partnerships and articulation agreements

Common Threads

- A. Identify new programs for expansion
- B. Expand housing opportunities

D. THREATS

1. Low enrollment in specialty programs
2. Declining population in Quay County
3. Declining pool of on-campus students from Quay County
4. Decline in state funding for new degree programs
5. Other institutions that provide distance education
6. Must recruit outside of our area
7. MSLC terminals in 2 years with end of STEM grant
8. Not enough local, regional potential students for specialty programs

Common Threads

- A. Declining population in region
- B. Declining funding issues



2. STRENGTHEN ACADEMIC QUALITY AND REPUTATION

A. STRENGTHS

1. Increase Rodeo students
2. Faculty publications/national recognition
3. Small class sizes
4. Professional faculty well trained
5. Quality and diverse academic programs
6. Redo prison courses
7. Specialty programs with strong outcomes
8. Dino Museum
9. Tuition and fees
10. Excellent laboratory facilities- thanks to STEM
11. Funding through STEM provides new equipment for classrooms
12. Excellent current faculty that cares
13. Classes redesigned for more effective learning (hands on research)

Common Threads

- A. Excellent specialty programs
- B. Faculty that excel

B. WEAKNESSES

1. Lack of tenure
2. Need more full-time faculty
3. Small class sizes
4. Lack of faculty training for Distance Education
5. Promote core courses in addition to technical
6. Release time for faculty research
7. Track graduates in jobs
8. Too many credit hours required to complete programs
9. IT problems
10. Small credentialed faculty pool
11. Tension between retaining students and honestly evaluating ability or lack thereof
12. Streamlining the advisement process for students
13. Specialty programs with declining and low enrollment
14. Faculty research underdeveloped

15. Lack of permanent faculty (computing, life sciences)

Common Threads

- A. Increase and promote faculty
- B. Advising and tracking students

C. OPPORTUNITIES

1. Existing quality/reputation potential not used (eg. Museum)
2. Small class size
3. Establish learning communities
4. Improvement in online programs
5. New programs
6. Develop 2+2+2 programs,
7. Work with dual schools to help them prepare students for college
8. Less adjuncts, more full-time faculty
9. More emphasis on academic programs, promote more – need to be less of a secret
10. Articulation with other institutions
11. Build reputation for academic integrity
12. Research as learning strategy
13. College sponsored conferences

Common Threads

- A. New programs and articulation agreements
- B. Build reputation through outreach

D. THREATS

1. Some colleges in our area offer the same technical courses
2. Lowering acceptance standards
3. Small class size
4. Funding for programs
5. Loss of weaker students
6. Preparedness of incoming students

Common Threads

- A. Quality of incoming students
- B. Funding/enrollment issues



3. ESTABLISH COLLEGE AS A DESTINATION

A. STRENGTHS

1. Close proximity to highways and airports
2. Low cost of living
3. Research opportunities
4. Mild climate
5. Low tuition and fees
6. WET program has a turbine
7. Staff and faculty know students by name
8. Rodeo Team
9. Friendly faculty and staff
10. Current programs such as WET, Farrier and Rodeo
11. Location on I-40
12. Specialty programs
13. Facilities for specialty programs
14. Student activities
15. Developing college atmosphere with activities/events geared for college life

Common Threads

- A. Location (highway intersection in the southwest)
- B. Specialty programs

B. WEAKNESSES

1. Employment opportunities
2. Student housing options
3. Social activities within the community
4. Lack of amenities and/or activities to draw people to the area.
5. Long commute from other cities
6. Expense of college housing to college
7. Lack of dorms
8. Few activities outside of campus for students

Common Threads

- A. Student housing
- B. Small rural isolated community

C. OPPORTUNITIES

1. Dorms
2. Housing
3. Abundance of vacant space in Tucumcari
4. If Racino comes to Tucumcari
5. Student housing
6. Use of student loans to finance
7. Student activities
8. Grow Rodeo team
9. Figuring out what Tucumcari has to offer that no one else does

Common Threads

- A. Create student housing
- B. Expand Rodeo

D. THREATS

1. Tuition, reasonable but fees are significant
2. Potential students unaware of available funding
3. Use of student loans, students leave with debt
4. Need greater appeal for 2 yrs here and need more reason to have an MCC degree
5. Housing
6. High cost of dorm
7. Declining population
8. Remote location – lack of amenities
9. Rural setting with demographic problems

Common Threads

- A. Rural setting with demographic problems
- B. Funding for students



4. OUTREACH AND ENGAGEMENT

A. STRENGTHS

1. Iron pour
2. Ability to develop and deliver community based programs
3. GED program
4. Dual Enrollment
5. Building partnerships
6. HPE Program, continuing education programs
7. Participation in Earth Day (over 700 students each year)
8. Working with our local community
9. Dino Museum
10. All community events sponsored by the College
11. Involvement by faculty/staff in community clubs and organizations
12. National Advertising
13. Small community: "Big Fish in a small pond"
14. Ability to go out and get people for courses and activities
15. We have been inviting more of the community to events
16. Faculty and staff volunteering in our local community
17. Certificates for dual students
18. Excellent facilities
19. Faculty acting as guest speakers at community events
20. SBDC
21. Support from administration for leave to present research and promote museum
22. Community Education courses – "Strong Seniors"– they vote)

Common Threads

- A. Outreach with specialty programs
- B. Community-friendly campus

B. WEAKNESSES

1. No communications nor co-operation with city
2. Little or cumbersome co-operation with local high schools regarding dual enrollment

3. Time involved to complete programs
4. Improve relationship with Tucumcari HS
5. Growing need to stretch resources and deliverables outside our community
6. Small Mill District vs. large service area
7. Lack of local venues/organizations to engage

Common Threads

- A. Improve dual ed relationships
- B. Limited funds for expensive programs

C. OPPORTUNITIES

1. Make community aware of new facilities
2. Develop stronger liaisons with K-12
3. Improve relationships with Tucumcari HS
4. Building partnerships
5. More community education options
6. Find new ways to engage our community with the campus
7. Diverse choices
8. Provide release time and travel money for faculty to recruit
9. Establish relationship between Mesalands faculty and Tucumcari High School 11th & 12th grades faculty
10. More intercollegiate sports
11. Dual enrollment
12. STEM resources for minorities available
13. Have a recruiting fair for specialty programs

Common Threads

- A. Dual enrollment
- B. Engage community

D. THREATS

1. Local community does not support the College's enrollment
2. No funding for community education activities
3. Growing need to stretch resources and desirables outside our community
4. Personal commitments to outreach and engagement
5. Cost in expense and use of resources



5. MAXIMIZE RESOURCES

A. STRENGTHS

1. Maintenance staff are amazing and efficient
2. Well qualified faculty in most disciplines
3. Running very lean departments
4. Engagement with outside agencies, such as Army Corps of Engineers
5. Adequate space
6. Success with grant funding
7. Well-maintained physical plant
8. Word of mouth recruitment by other students
9. Customer service student focus

Common Threads

- A. Maintenance staff
- B. Success with outside agencies

B. WEAKNESSES

1. Lack of professional development funding
2. Faculty unaware of scholarship opportunities
3. Difficulty attracting qualified faculty and staff
4. IT issues in communications
5. Proper training in advising and recruitment
6. Meeting deadlines
7. Staff overload reduces quality of work and efficiency; opportunities missed due to time constraints
8. Job duties not well-defined
9. Use facilities to best advantage; ie. save energy, etc
10. Proper training to use Jenzabar more efficiently
11. Facilities not used to full potential (NAWRTC, Dinosaur Museum and science labs)
12. Campus communications
13. Training
14. Jenzabar
15. Running very lean departments
16. Need to involve all employees in all areas
17. Faculty/staff pay

Common Threads

- A. Training for Jenzabar
- B. Under-utilized facilities

C. OPPORTUNITIES

1. Need full time grant writer and researcher
2. Lower Xcel bill: programmable thermostats, LED lighting
3. Training
4. IT needs to be more service oriented
5. Distance ED degrees
6. Need dedicated full-time retention/persistent staff
7. Re-establish Foundation fundraiser
8. Institutionalize some STEM jobs
9. Become a cohesive functioning family committed to Mesalands succeeding
10. Need all departments to work together
11. More cross-training
12. Customer service student focus

Common Threads

- A. More cohesive working departments

D. THREATS

1. Difficulty in filling positions based on college location
2. Loss of STEM funding
3. Lack of sharing
4. Wearing too many hats
5. Faculty/staff attrition
6. Drop in funding due to drop in enrollment
7. Cultural shifts
8. Wind energy no longer a national priority
9. Fear of change
10. Small cohorts
11. Jenzabar
12. Small class sizes

Common Threads

- A. Funding issues with enrollment
- B. Staffing / Personnel / Location issues





STUDENT LEARNING ASSESSMENT COMMITTEE (SLAC)

PURPOSE

The Student Learning Assessment Committee exists as a Standing Committee of the College. The committee is charged with planning for, and overseeing the implementation of, institution-wide assessment of student academic achievement.

COMMITTEE COMPOSITION

The committee is composed of eight voting members, including the Vice President of Academic Affairs, three full-time faculty, two professional staff/adjunct faculty, and one student member. The Vice President of Academic Affairs will make committee appointments and appoint a committee chair annually.

COMMITTEE OPERATIONS

1. The committee is involved in an ongoing dialog with the College community about the assessment of student academic achievement.
2. Recommendations to the Student Learning Assessment Committee may be made by any College personnel using the Committee Proposal Form.
3. As a result of this dialog, the committee annually designs a plan for the assessment of student academic achievement at the institution and oversees the implementation and continuous re-evaluation of the plan.
4. The committee enhances the knowledge of the faculty, staff, and students of the College about the theory and practice of the assessment of student learning.
5. The committee facilitates and implements feedback loops for disseminating information. This is accomplished via various media, including the annual Assessment News and semester annual reports.
6. The committee works with other committees on campus, particularly the President's Executive Team, the Curriculum Coordinating Committee, the Faculty Council, and the Academic Standards and Issues Committee to ensure that the assessment of student academic achievement is embedded throughout the College.

SCHEDULED MEETINGS

Meetings are scheduled once a month or as needed, and faculty are encouraged to attend. The Student Learning Assessment Committee holds joint meetings every semester with the Faculty Council for information exchange and to facilitate faculty feedback into the assessment process.

Current Members:

Ms. Natalie Gillard	Ms. Kim Enriquez
Mr. Tom Morris, Co-Chair	Ms. Donna Garcia
Dr. Forrest Kaatz, Co-Chair	Dr. Axel Hungerbühler
Dr. John Bauler	Dr. Philip Kaatz
Ms. Rose Chavez	





INSTITUTIONAL EFFECTIVENESS, RESEARCH AND PLANNING/STRATEGIC PLANNING COMMITTEE

PURPOSE

The Institutional Effectiveness, Research and Planning/Strategic Planning Committee is in charge of monitoring the College's Institutional Effectiveness Plan and reviewing, with updates as needed, documents such as current College survey instruments and the Strategic Plan.

COMMITTEE COMPOSITION

The committee is composed of eight members, including the President of the College (ex officio), two full-time faculty members, four professional staff and one support staff member. The Director of Institutional Effectiveness and Research chairs the committee, and a non-voting secretary is present at all meetings to record the minutes. The President of the College makes appointments to this committee.

COMMITTEE OPERATIONS

The committee reviews all survey instruments in use by the College and makes recommendations to the President's Cabinet, if necessary. The committee is also responsible for the development of the College's Strategic Plan

SCHEDULED MEETINGS

Meetings are scheduled once per semester, and as needed. Meetings are open to all interested faculty and staff.





911 South Tenth Street
Tucumcari, NM 88401
(575) 461-4413
www.mesalands.edu