



NNMC STRATEGIC PLAN 2028 / SOARING TO NEW HEIGHTS

MISSION STATEMENT

Northern New Mexico College is an inclusive, student-centered teaching and learning community, dedicated to excellence, empowering students, and transforming lives.

VISION STATEMENT

As a Hispanic- and Indigenous-serving institution — sustained by place, culture and innovation — Northern is a beacon of higher education for all students, igniting minds to create vibrant futures.

STRATEGIC PILLARS

Transformational Student Experience:

We journey together with our students through a positive, proactive, personalized experience and become partners in their dreams.

Academic Excellence:

We teach with spirit and heart to provide a culturally responsive, 21st-century learning environment that sparks critical thinking and maximizes intellectual achievement.

Organizational Excellence:

We act with shared purpose and responsibility — focused on innovation and continuous improvement — committed to student success and empathetic, engaged leadership and expertise.

Strategic Partnerships:

We build partnerships that enhance student and institutional success and community well-being.

STRATEGIC GOAL 1: Design and deliver exceptional services and support to ensure student success.

OBJECTIVES:

- Identify and act upon specific barriers to and opportunities for student access and success.
- Create a targeted communication system for students that fosters success throughout their journey from application through graduation.

STRATEGIC GOAL 2: Foster a teaching and learning environment that promotes a culture of belonging and responds to the needs of all students.

OBJECTIVES:

- Develop and implement processes that foster an inclusive and supportive educational environment, promoting student growth academically, socially, and emotionally.
- Ensure the same quality of education for all students regardless of modality.
- Improve and sustain co-curricular assessment development.

STRATEGIC GOAL 3: Provide structured pathways that prepare students for advanced educational opportunities, meaningful careers, and service to community.

OBJECTIVES:

- Develop more articulation agreements with community and other four-year colleges.
- Expand local and state workforce development partnerships.
- Increase internship and community service learning opportunities.

STRATEGIC GOAL 4: Invest in our people, and integrated enterprise-level operations, systems and technology.

OBJECTIVES:

- Foster a positive, supportive campus culture, encouraging open communication, teamwork, recognition, professional growth, and work-life balance.
- Build upon and strengthen a culture of shared governance and shared responsibility.
- Modernize, integrate, and optimize data and technology systems.
- Maintain exceptional financial and resource stewardship.

STRATEGIC GOAL 5: Strengthen Northern's visibility, brand, value and impact.

OBJECTIVES:

- Strategically increase sustainable enrollment.
- Develop a comprehensive communication and marketing strategy through shared knowledge and responsibility.
- Advance understanding, engagement, and collaboration among our communities and stakeholders.

STRATEGIC PLANNING TERMS

PILLARS: key areas or priorities that an organization focuses on to achieve its long-term vision, providing a framework to ensure all efforts align with the vision.

GOALS: broad, long-term aims that represent what an organization wants to achieve, providing clear direction and inspiration.

OBJECTIVES: specific, measurable, achievable, relevant, and time-bound (SMART) targets that help achieve the goals.

ACTION ITEMS: concrete, detailed tasks that contribute to the objectives.

HOW WE MEET HLC'S FOUR CRITERIA FOR ACCREDITATION

CRITERION 1: MISSION Northern's mission is clear and articulated publicly; it guides our operations. The College is strongly aligned with HLC's core expectations.

WE...

- Serve the public good Our mission is built around regional well-being.
- Center diversity and culture We reflect the people and place we serve.
- Align programs with student and employer demand We expand opportunity and workforce vitality.
- Make mission-based budget decisions We invest where the need is greatest.
- Strengthen civic and community life We are a hub for belonging and growth.

BECAUSE...

✓ **We are a mission-driven institution delivering measurable public value.**



CRITERION 2: INTEGRITY The institution acts with integrity; its conduct is ethical and responsible. Northern upholds the highest standards of integrity through governance, transparency, and ethical practice.

WE...

- Maintain ethical, compliant operations We are a public institution entrusted with state resources and community confidence.
- Ensure strong accountability in financial stewardship We protect public funds & demonstrate measurable improvement (clean, timely audits).
- Govern independently and responsibly Our BOR upholds fiduciary duty and transparency free from undue influence.
- Uphold academic freedom and free expression We believe learning flourishes where ideas can be shared, debated, and applied.
- Foster ethical teaching, research & student conduct We model integrity through clear policies, training, oversight, and enforcement.

BECAUSE...

✓ **We are an ethical institution protecting the public trust.**

CRITERION 3. TEACHING AND LEARNING FOR STUDENT SUCCESS

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and evaluates their effectiveness. Northern delivers rigorous programs, qualified faculty, and data-driven support systems that advance student achievement.

WE...

- Deliver mission-aligned programs Faculty oversight and accreditation ensure academic integrity and regional relevance.
- Foster inquiry and creativity Students develop critical thinking through research and application.
- Employ and develop qualified educators Ongoing professional development drives instructional excellence.
- Invest in student-centered resources Integrated services remove barriers and promote equity and access.
- Use evidence for improvement Assessment and review processes translate data into measurable success.

BECAUSE...

✓ **NNMC links mission, teaching, and evidence to outcomes that advance learning and community impact.**

CRITERION 4. SUSTAINABILITY: INSTITUTIONAL EFFECTIVENESS, RESOURCES, AND PLANNING

Northern ensures institutional effectiveness through strategic planning, resource stewardship, and evidence-based improvement that sustain academic quality and long-term growth.

WE...

- Maintain collaborative governance The BOR, Faculty/Student bodies, and executive committees keep policy aligned and stakeholders engaged.
- Sustain operations responsibly Diverse revenues, disciplined controls, and clean audits protect mission delivery.
- Plan with evidence IR reporting, surveys, and statewide benchmarking shape priorities and targets.
- Invest where students feel it One-Stop, Canvas, Watermark, capital upgrades, and basic-needs supports remove barriers to success.
- Translate plans into outcomes NCLEX gains, online program expansion, and new credentials show planning → performance.

BECAUSE...

✓ **NNMC's structures, resources, and planning culture turn strategy into student success and institutional resilience.**