

DOÑA ANA BRANCH COMMUNITY COLLEGE

Strategic Plan

2003 Revision

DOÑA ANA BRANCH COMMUNITY COLLEGE
DABCC
OF NEW MEXICO STATE UNIVERSITY



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DABCC Mission Statement

People are the essence of Doña Ana Branch Community College wherein every effort is made to enhance access to education and to prepare a high quality workforce. We offer students the opportunity to fulfill their educational goals. We are a comprehensive community college that produces quality educational opportunities, in a supportive atmosphere, emphasizing student success and lifelong learning.

Specifically, the mission of the community college is incorporated into seven purposes:

- To provide students opportunities for career and technical education essential to attain meaningful employment
- To provide general-education courses for DABCC majors, in support of their academic goals.
- To provide general academic preparatory studies for the development of knowledge and skills appropriate to the student's chosen field of study.
- To provide educational opportunities for Doña Ana County high school students.
- To provide workforce initiatives, services, and programs in support of economic development of the college's service delivery area.
- To provide access to adult basic education for individuals to achieve literacy skills, English proficiency, citizenship, and preparation for the high school equivalency diploma.
- To provide continuing education and community service programs in response to community needs and interest.

Doña Ana Branch Community College is accredited by the North Central Association of Colleges and Schools through New Mexico State University and by the New Mexico State Department of Education. Doña Ana Branch Community College awards high school equivalency diplomas, occupational certificates, and associate degrees. Doña Ana Branch Community College is an equal-opportunity institution welcoming all within our community.

Workforce and Communities

Issue

Doña Ana Branch Community College was established in 1973 for the purpose of providing workforce training in Doña Ana County. An educated and trained workforce is crucial to the success and prosperity of this community and key to participation in the global and technological economy of the twenty-first century. Educating a highly skilled workforce and providing lifelong learning opportunities is the contribution of the community college to the economic future of the local communities.

Goals

1. Provide multiple educational pathways and training opportunities for the residents of this unique and diverse border area.
2. Partner with business to identify and meet workforce-education and economic-development needs.
3. Collaborate with community-based organizations, governmental organizations, and educational entities to better serve the community.
4. Assist with the creation, improvement, and expansion of businesses.
5. Provide students with the knowledge and skills necessary to meet workplace quality standards.

Action Plan

- Take the lead in working with the public schools and other post-secondary institutions to develop a K-through-16-plus, seamless, educational system.
- Assess training programs and match them to the needs of the labor market.
- Engage advisory committees to participate in improving instructional programs.
- Foster the ongoing development of curriculum and faculty expertise, in order to stay current with the workplace.
- Assess students for work readiness.

Quality Education

Issue

DABCC strives to provide the best education possible. The college offers a wide range of educational services, including basic literacy courses, job-specific skills training, and preparation for transition to a university setting. In each of these areas, DABCC aims to provide a high-quality education and encourage lifelong learning.

Goals

1. Ensure appropriate course placement for entering students.
2. Create and implement college-wide standards for the following instructional priorities: communication, critical thinking, literacy, math, ethics, competency-based learning, general education, and civic responsibility.
3. Provide quality educational opportunities for students.
4. Increase the proportion of full-time to part-time faculty and increase support staff to ensure excellence in teaching and continuity in the area of curriculum development.
5. Continue to support professional development activities for faculty and staff.
6. Support economic and workforce development to meet the current and projected future needs of local business and industry.
7. Maintain current program accreditations and explore opportunities for additional program accreditations.
8. Continue to assess student learning in an effort to maintain institutional effectiveness.
9. Strengthen the linkages between instruction and other units within the college.
10. Develop a master instructional plan that addresses the future growth needs of credit and noncredit programs.

Action Plan

- Adopt and maintain appropriate placement tools and use them consistently.
- Create and distribute college-wide standards for the instructional priorities.
- Provide students a range of educational opportunities so they may reach their individual goals.
- Provide students with distance-learning opportunities backed by adequate support services.
- Maintain small class size to ensure the best quality education possible.

- Attract and retain highly qualified faculty and staff by providing competitive compensation.
- Support all faculty and staff members by providing adequate physical facilities.
- Increase professional development activities through conferences, in-house workshops, and mentoring.
- Support the attainment of regional and national skill standards through competency-based programs in order to prepare students for the workplace and/or industry certification.
- Support standards and recommendations of accrediting bodies to maintain accreditation.
- Include faculty assessment goals as part of the annual evaluation process.
- Implement and monitor program assessment goals.
- Disseminate information on student assessment throughout the institution.
- Build on the work of the Academic Council by continuing to promote linkages with other units.
- Provide adequate facilities and state-of-the-art equipment to enable DABCC to meet the educational needs of its students.
- Increase innovative and alternative instructional modes of delivery.

Comprehensive, Articulated College Curriculum

Issue

As an integral part of New Mexico State University, DABCC is committed to providing a comprehensive, articulated college curriculum for its students, with the twofold purpose of enhancing their employability skills and improving their capacity for lifelong learning. The community college works with public schools to increase students' preparedness for higher education, particularly career and technical education. DABCC also has a responsibility to its students to collaborate with area school districts and regional postsecondary institutions to assure the seamless transferability of credits into and out of DABCC.

Goals

1. Collaborate with area school districts in developing career pathways.
2. Develop opportunities for transfer and articulation of courses between DABCC and regional postsecondary institutions.

Action Plan

- Identify outcomes for each program and course at DABCC.
- Develop curricula and exit exams that will ensure that articulated high school classes meet DABCC standards.
- Build greater awareness among high school students and counselors regarding career pathways.
- Continue to expand general-education offerings in order to support new and revised degree programs, as well as to serve students preparing to transfer to a university.
- Expand transfer and articulation opportunities for DABCC students with NMSU and with other institutions of higher education.
- Implement a model for the articulation process between DABCC and other educational institutions, including NMSU, and develop clear articulation plans with a common format for ease of student and adviser understanding.
- Seek to eliminate the letters "OE-" from course prefixes.

Supportive Learning Environment

Issue

DABCC is committed to providing a supportive learning environment to facilitate the achievement of professional, educational, and personal goals.

Goals

1. Cultivate an atmosphere that engages all members of the college community to become equal partners in the learning process.
2. Create a sense of unity in which each individual is respected and valued.

Action Plan

- Explore the possibility of re-creating or remodeling physical space that would be more inviting to all members of the campus community.
- Create an environment that fosters the free flow of information throughout the college community.
- Encourage interaction between all faculty, staff, and administration.
- Provide more opportunities for developing a sense of shared responsibility for the education of students.
- Create avenues for interaction and innovation across all disciplines and throughout the organization.
- Help students identify realistic and attainable goals.
- Teach students to take responsibility for their own education.
- Provide the information students need to make informed decisions about their pathways.

Use of Technology

Issue

DABCC is committed to providing high-quality educational opportunities for its students and other constituents. In order to be effective, DABCC must use current and emerging technologies to enhance educational endeavors. Through continuous evaluation, DABCC strives to maintain a competitive edge in the educational marketplace by selectively focusing resources on technologies that will best enable the institution to fulfill its mission.

Goals

1. Develop a comprehensive plan for the evaluation, selection, and seamless integration of technology into programs and services college-wide.
2. Identify resources to acquire, maintain, and use new and innovative technologies.
3. Continue to develop appropriate infrastructures to support effective distance learning and other technology initiatives.
4. Create instructional methodologies and relevant training to support distance learning and other technology-integration processes.
5. Provide an enriched technological environment that promotes student success.

Action Plan

- Create a technology master plan that will be subject to periodic review, at which time adjustments and revisions may be made as necessary.
- Identify funding streams and grant strategies to support identified technology initiatives and the acquisition of state-of-the-art media/technology equipment.
- Strengthen liaison relationships between DABCC and NMSU technology-related programs as a means to foster partnerships and maintain alignment with university-wide goals and objectives.
- Explore the potential to share resources through statewide and/or regional consortia in an effort to maximize the institution's ability to deliver appropriate DABCC programs and courses to students at a distance.
- Support distance learning and other institutional goals by maintaining connectivity through the acquisition of appropriate network upgrades, hardware, and software.
- Strive to attain appropriate staffing levels and technology training to support the implementation and integration of distance learning and other technologies.

- Pursue increased access to shared information systems for academic and administrative purposes.
- Develop college-wide technology competencies integrated into gateway courses and professional development initiatives that will be assessed on a periodic basis.

Community Relations

Issue

We must communicate to the public our unique mission within the community: providing quality higher education that is accessible, affordable, and flexible. DABCC is committed to meeting the educational and training needs of its local community and must be responsive to its constituencies and stakeholders.

Goals

1. Promote and facilitate communication with identified stakeholders.
2. Build a distinct community college identity that conveys a positive image to faculty, staff, students, and the community.
3. Increase the proportion of southern New Mexico residents who take advantage of DABCC offerings and services.
4. Solicit private funding and resources to support institutional goals.

Action Plan

- Develop a comprehensive marketing plan that takes into consideration publications, public relations, and recruitment activities for both credit and noncredit programs.
- Develop a “A Community Satisfaction and Perception Survey” to determine how DABCC’s image is perceived by the community at large, as well as by those on the NMSU campus.
- Identify the skills and qualifications being requested on job orders by local employers and report these findings to the appropriate instructional leaders for curriculum review.
- Work to provide the best possible customer service to the college’s internal customers: departments, faculty, and staff.
- Engage our students, faculty, staff, and community-based partners to inform the community as to the value of the college’s educational offerings and its role in economic development by sponsoring activities that bring stakeholders onto our campuses. Provide speakers to community groups to reach as many audiences as possible.
- Develop an enrollment management plan for both credit and noncredit programs.
- Develop a fund-raising plan and process to solicit private funding and other resources.
- Create a student alumni association.

Facilities Development

Issue

Doña Ana Branch Community College is one of the fastest growing institutions of higher education in New Mexico, located in one of the fastest growing counties in the state. Significant enrollment growth is expected through the next decade and beyond, both in response to service-area growth and to new programs. At present, DABCC has insufficient classrooms, laboratories, and support areas to fulfill its mission. To meet the projected demands for community college services, we must expand our physical facilities.

Goals

1. Maintain the reasonable rate of local property taxation previously established with the voters (one mill) to continue generating capital funding.
2. Continue to seek adequate and equitable state funding for capital projects.
3. Further develop the Facilities Master Plan to clearly communicate the long-range development strategy and capital requirements to meet the expected program and enrollment growth of the college.
4. Continue to develop the East Mesa campus with the potential to become the DABCC central campus in the long term. Transition some programs to the East Mesa campus while maintaining the University Park campus adjacent to NMSU.
5. Renew, renovate, and remodel existing facilities, grounds, and systems to ensure that they are safe, accessible, and functional.
6. Ensure that the technology infrastructure is sufficient to accommodate high quality networks, equipment, and electronic systems.

Action Plan

- Hold local bond issue elections periodically to renew the one-mill tax levy for capital funding.
- Request capital funding through the State Legislature from general fund appropriations, the severance tax fund, or state general obligation bonds.
- Utilizing the services of a facilities planner, gather input and update the Facilities Master Plan with regard to space utilization strategies and future construction projects.
- Implement a participatory internal process to evaluate, identify, and prioritize space needs and to recommend the optimal use for all facilities.
- Continue to identify and utilize public schools and community facilities in response to current and future space needs.

- Complete the second phases of both the Las Cruces East Mesa campus and the Sunland Park Center—as funded in the 2002 State GO Bond election—to accommodate enrollment at these locations.
- Perform major repair work on, and/or replace, the heating, ventilation and air conditioning systems, building interior finishes, and exterior envelopes of older facilities.
- Establish space for new and growing programs and services as need is demonstrated.
- Identify and implement projects to upgrade infrastructure to support evolving technology.