



Community College Baccalaureate Association
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Reno, Nevada

The Keys to Re-affirmation of Accreditation
And
Change of Mission to a Four-Year Degree Serving Institution
(Integrating AQIP
Into The
Strategic Planning Process)

By:
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Tom Garcia

Professional Vitae/Bio



- Executive Vice President & COO of *NORTHERN NEW MEXICO COLLEGE, Española, New Mexico*
- President of *TACTICAL ADVANTAGE GROUP, LLC, Albuquerque, New Mexico*
- Executive Vice President and Major Investor of *GRAVITON, INC., La Jolla, California (High Tech Entrepreneurial Start-up Business)*
- President / CEO & Major Share Owner *L&M TECHNOLOGIES, INC., Albuquerque, New Mexico (High Tech Entrepreneurial Business)*
- Deputy Laboratory Director (EVP Equivalent) *LOS ALAMOS NATIONAL LABORATORY (LANL), Los Alamos, New Mexico*
- Executive Vice President of *U S WEST COMMUNICATIONS, INC. Public Policy, Corporate HQ, Denver, Colorado*
- President and CEO of *U S WEST COMMUNICATIONS, INC., New Mexico Operations, Albuquerque, New Mexico*
- President and CEO of *U S WEST COMMUNICATIONS, INC. Arizona Operations, Phoenix, Arizona*



Agenda



1. Institutional Overview
2. Change of Mission to a Four-Year Degree Serving Institution
3. AQIP/TQM/CQI Integration
4. Process Improvement
5. AQIP Committee Structure
6. Management Organization Structure
7. Institutional Planning Process
8. The Role of Quality Tools
9. NNMC's Strategic Plan
10. Action Projects vs. Strategic Plan Objectives
11. Speaker Vitae/Biographical Sketch



NNMC Institutional Overview



- Two-year and Four-year degree granting institution
- Accredited by the North Central Association of Colleges and Schools
- AQIP Institution of Higher Learning
- 70 Certificate and Degree Programs
- Located in Beautiful Espanola, New Mexico - 25 miles north of the state capitol, Santa Fe, New Mexico
- Serve 2000 Students (FTE)
- Budget of \$30M



Change of Mission to a Four-Year Degree Serving Institution By NCA/HLC



- Admitted to Candidacy for Accreditation in July, 1975.
- First accredited by the HLC in April, 1982
- Admitted to AQIP on November 29, 2001.
- Strategy Forums on April 14-17, 2002 and October 5-7, 2005.
- Implemented 12 Successful Action Projects since AQIP admission.
- Systems Portfolio review in May 2005; Feedback September 26, 2005.
- Change of Mission from two-year to include four-year degree in Teachers Education approved on August 25, 2008.
- Change of Mission to offer additional four-year degree programs in Teacher Education, Business Administration, Biology, Environmental Science, Information Technology and Integrative Healing, Approved on Dec. 15, 2006.
- AQIP Quality Checkup conducted October 18-20, 2006 with findings Oct. 2006.
- Change of Mission to offer additional five four-year degree programs in Engineering Approved on December 15, 2008.
- Reaffirmation of Accreditation Approved by NCA/HLC in February, 2009.
- Plans to apply for Change of Mission to expand four-year programs to include Music and Humanities.



Institution Wide Integration of AQIP/TQM/CQI



- Top-Down Integration and Commitment to AQIP/TQM/CQI
- Administrative Structure Integrates AQIP/TQM/CQI
- Management Philosophy:
 - People Aren't the Problem,
 - The Process is the Problem
 - Focus on Process Improvements
- Process Improvement through: Process Improvement Teams (PIT)
- Encourage Problem Identification
- Celebrate and Award Continuous Improvement



Process Improvement

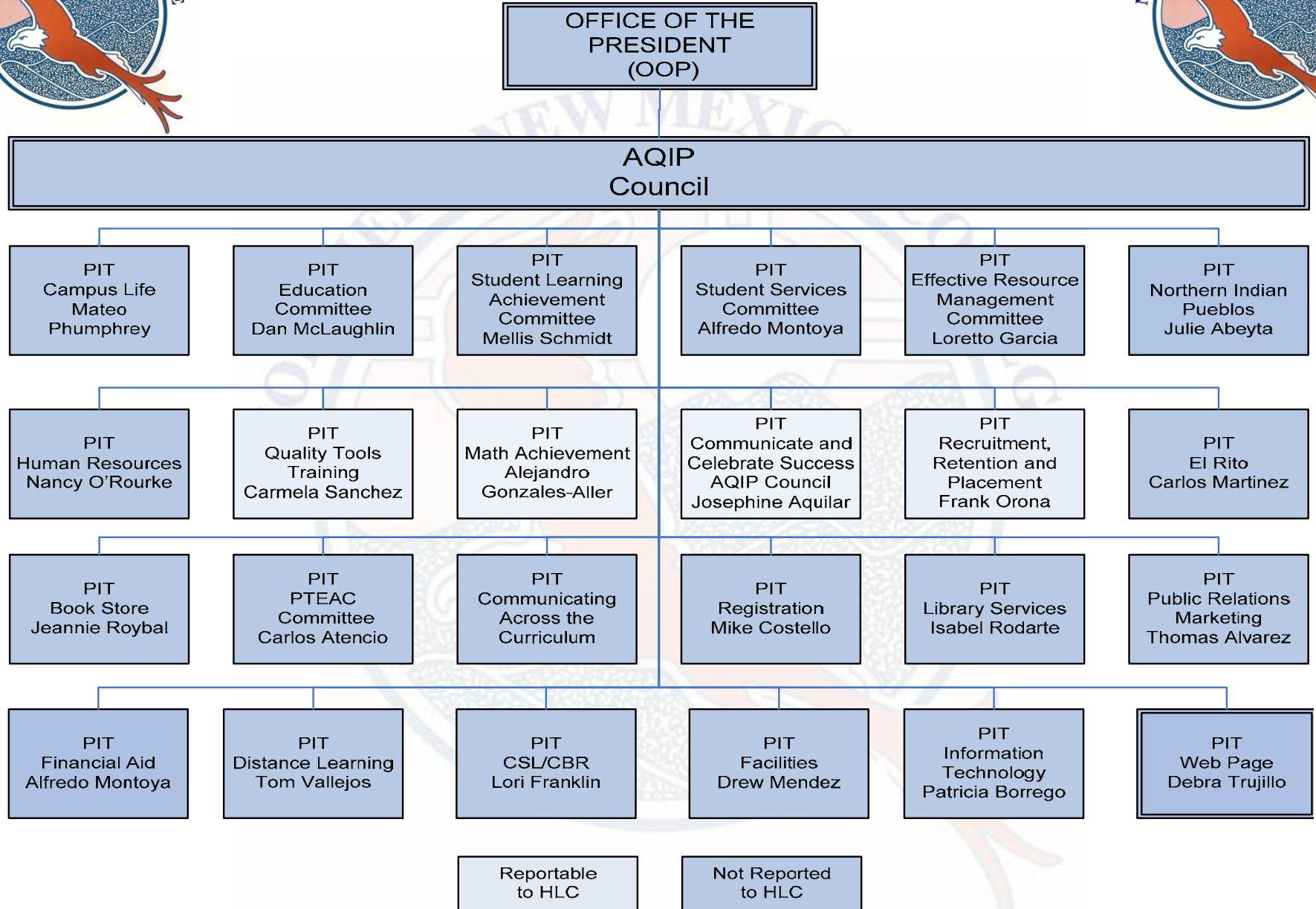
(An Underlying Premise)



1. Our employees have creative skills and talents - beneficial to the organization.
2. Our employees should be empowered with decision-making responsibility and authority.
3. The collective wisdom and knowledge of many is ever-more powerful than the wisdom and knowledge of one (the leader).
4. Our institution must engage in parallel and simultaneous decision making rather than hierarchical decision-making.
5. Our institution must replace a control mentality and structure with one that nurtures creativity and cross-functional participation in decision-making.
6. Cycle-Time and Quality are the essential dimensions of our institution and their improvement is integral to the objectives of the organization.
7. The key to success is continuous process improvement.
8. People are not the problem – the process is the problem.



AQIP Committee Structure





PIT Team Charters

ARTICLE I – PURPOSE

ARTICLE II – MEMBERS

ARTICLE III – MEMBERSHIP APPOINTMENTS

ARTICLE IV – MEETINGS

ARTICLE V – OFFICERS

ARTICLE VI - ATTENDANCE REQUIREMENTS

ARTICLE VII – MINUTES

ARTICLE VIII – AMENDMENT OF CHARTER



Why Process Improvement



1. The intent of Process Improvement is to answer the following question:
 - a. What will we do about the results that we see?
2. Process Improvement is not about what people want to do, or what they think they might want to focus on, but what the data tell them they need to do to improve performance.
3. Process Improvement leads to both Long- and short-term improvement goals.



Process Improvement Teams



#	COMMITTEE	CHAIR	CHARTER LINKS	ACTION PROJECTS LINKS	DASHBOARD	MEETING MINUTES LINKS
	AIQP COUNCIL	Tom Garcia	CHARTER		DASHBOARD	MINUTES
1	AIQP EDUCATION COMMITTEE	Dan McLaughlin	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
2	AIQP STUDENT LEARNING ACHIEVEMENT COMMITTEE	Mellis Schmidt	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
3	AIQP STUDENT SERVICES COMMITTEE	Alfredo Montoya	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
4	AIQP EFFECTIVE RESOURCE MANAGMENT COMMITTEE	Loretto Garcia	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
5	PIT - MATH ACHIEVEMENT INITIATIVE FOR STUDENT SUCCESS	Alejandro Gonzales-Aller	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
6	PIT - QUALITY TOOLS TRAINING	Tom Garcia	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
7	PIT - COMMUNICATE AND CELEBRATE SUCCESS	Josephine Aguilar	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
8	PIT - PTEAC COMMITTEE	Carlos Atencio	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
9	PIT - COMMUNICATING ACROSS THE CURRICULUM	RETIRED	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
10	PIT - REGISTRATION	Mike Costello	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
11	PIT - LIBRARY SERVICES	Isabel Rodarte	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
12	PIT - RECRUITMENT, RETENTION AND PLACEMENT	VACANT	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
13	PIT - AMERICAN INDIAN RECRUITMENT	Julie Abeyta	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
14	PIT - DISTANCE LEARNING	Kuldip Hira	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
15	PIT - INFORMATION TECHNOLOGY	Kuldip Hira	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
16	PIT - EL RITO	Alejandro Lopez	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
17	PIT - BOOK STORE	Jeannie Roybal	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
18	PIT- FACILITIES	Drew Mendez	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
19	PIT - CAMPUS LIFE	VACANT	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
20	PIT - HUMAN RESOURCES	Tom Garcia	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
21	PIT - FINANCIAL AID	Alfredo Montoya	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
22	PIT - PUBLIC RELATIONS AND MARKETING	Gino Brazil	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES
23	PIT - WEB SITE	Kuldip Hira	CHARTER	ACTION PROJECTS	DASHBOARD	MINUTES

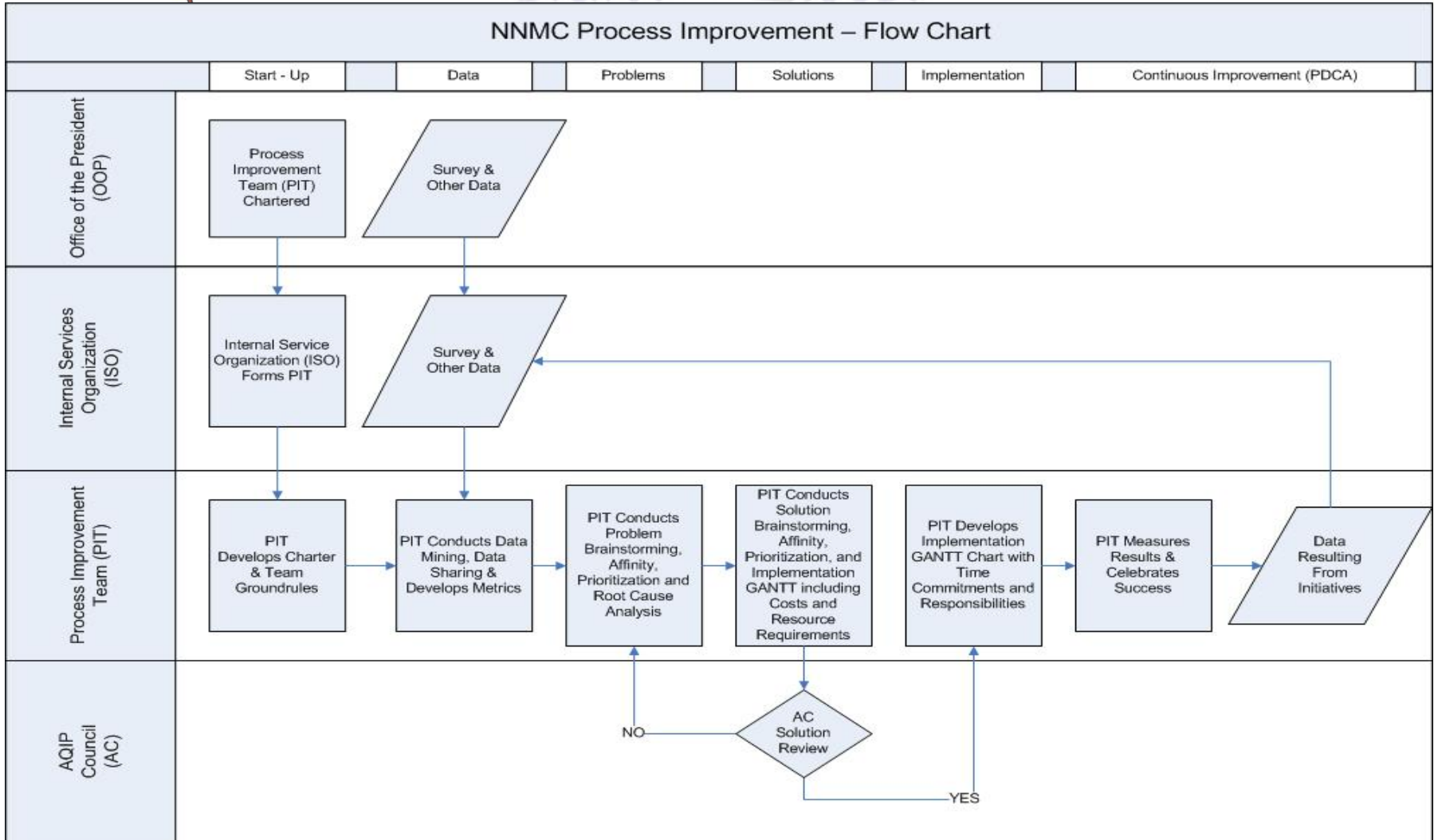


Process Improvement Teams

Process Flow-Chart



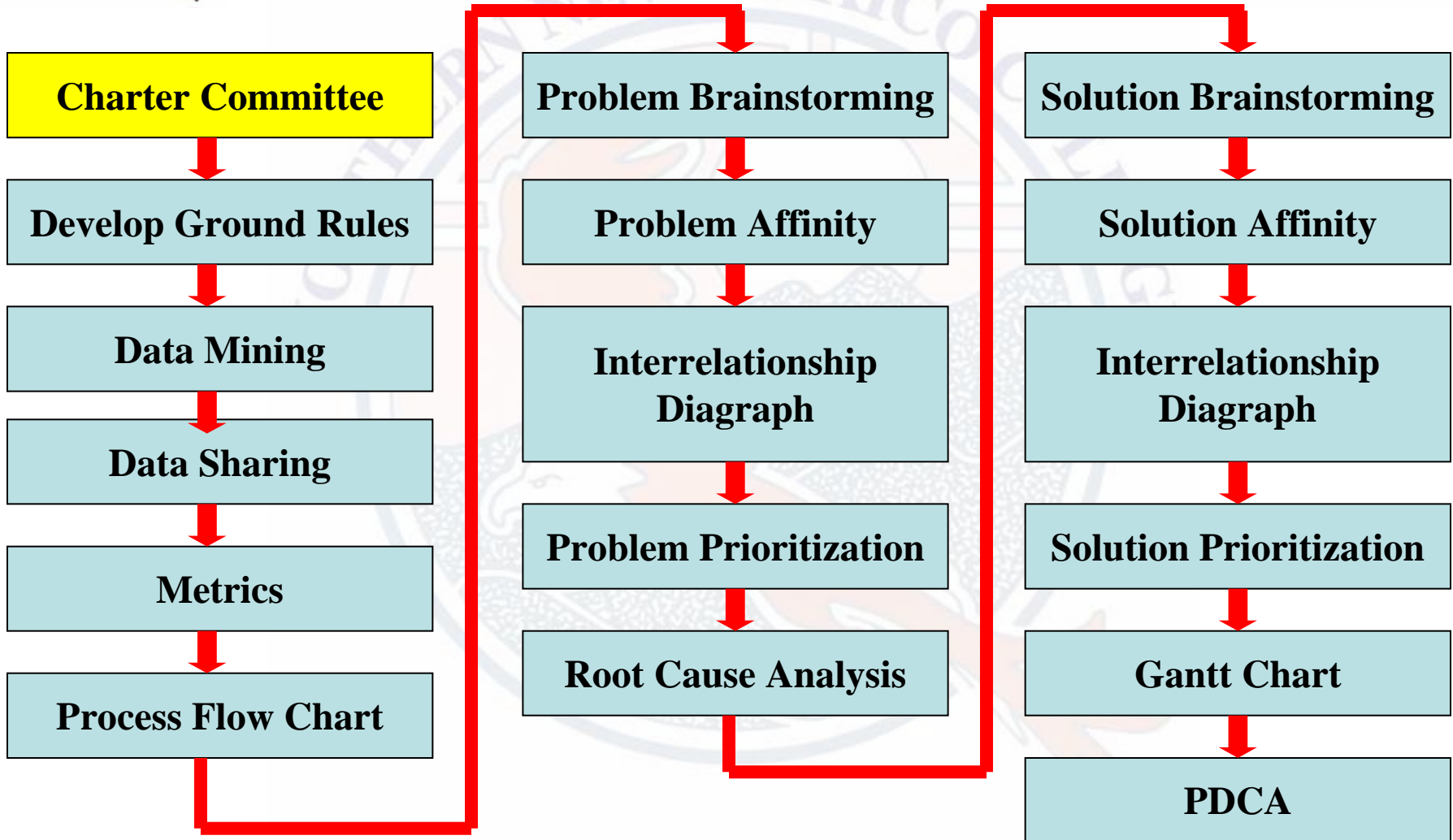
NNMC Process Improvement – Flow Chart





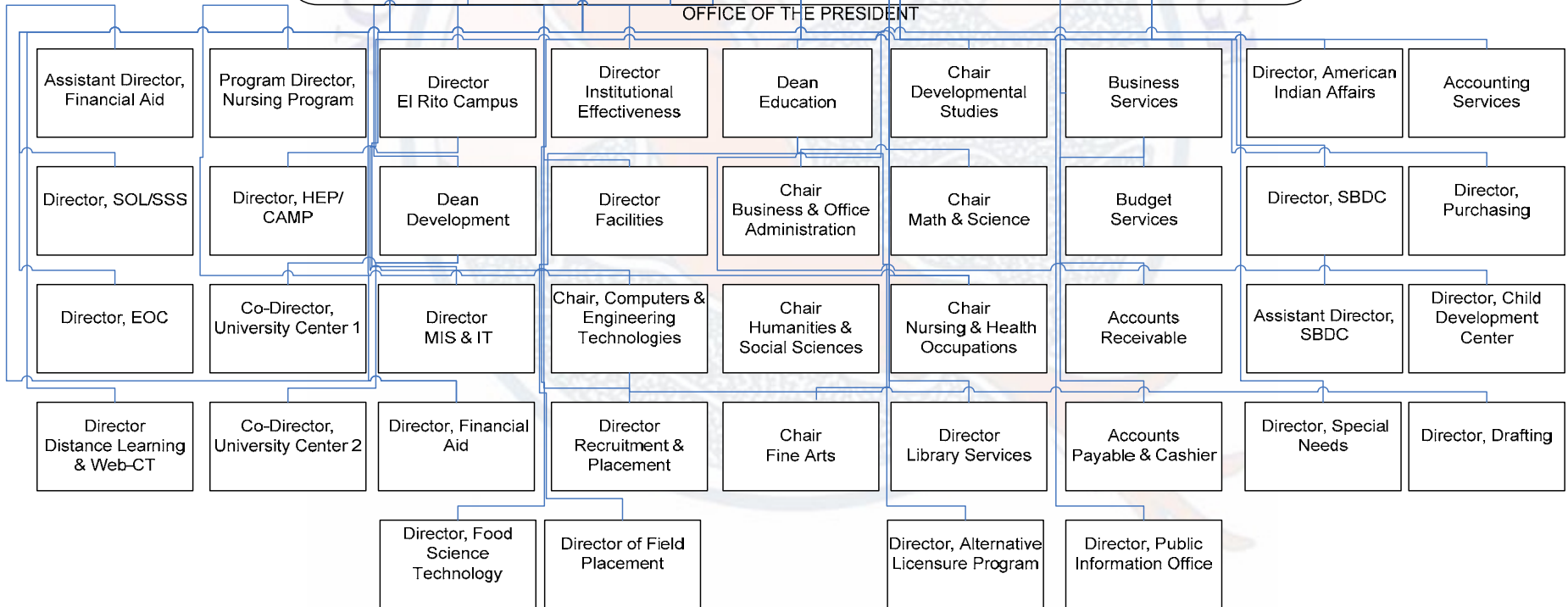
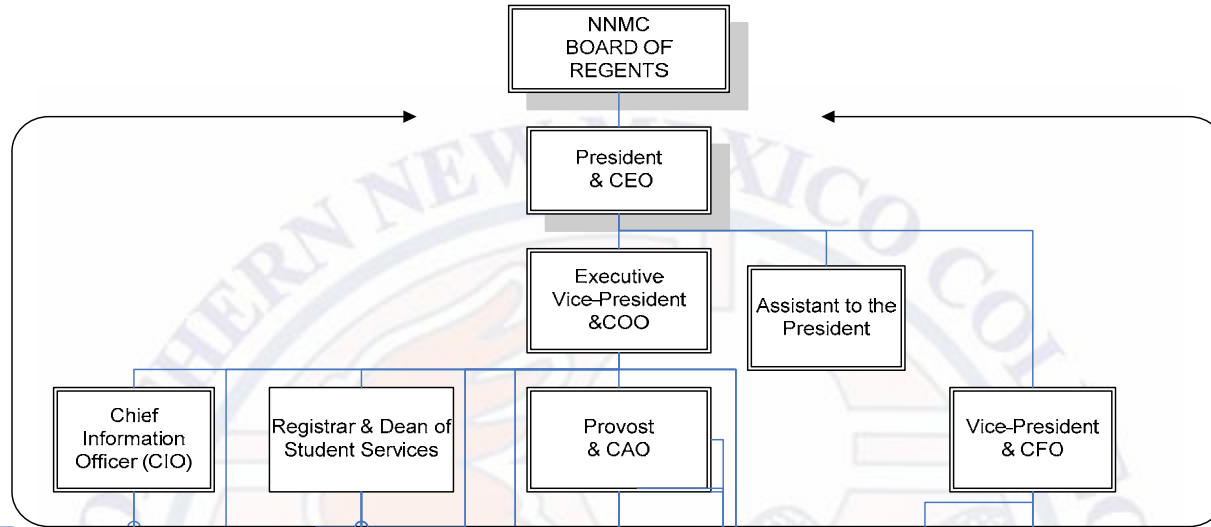
Process Improvement Teams

Process Flow-Chart





MANAGEMENT ORGANIZATION CHART



Institutional Planning System





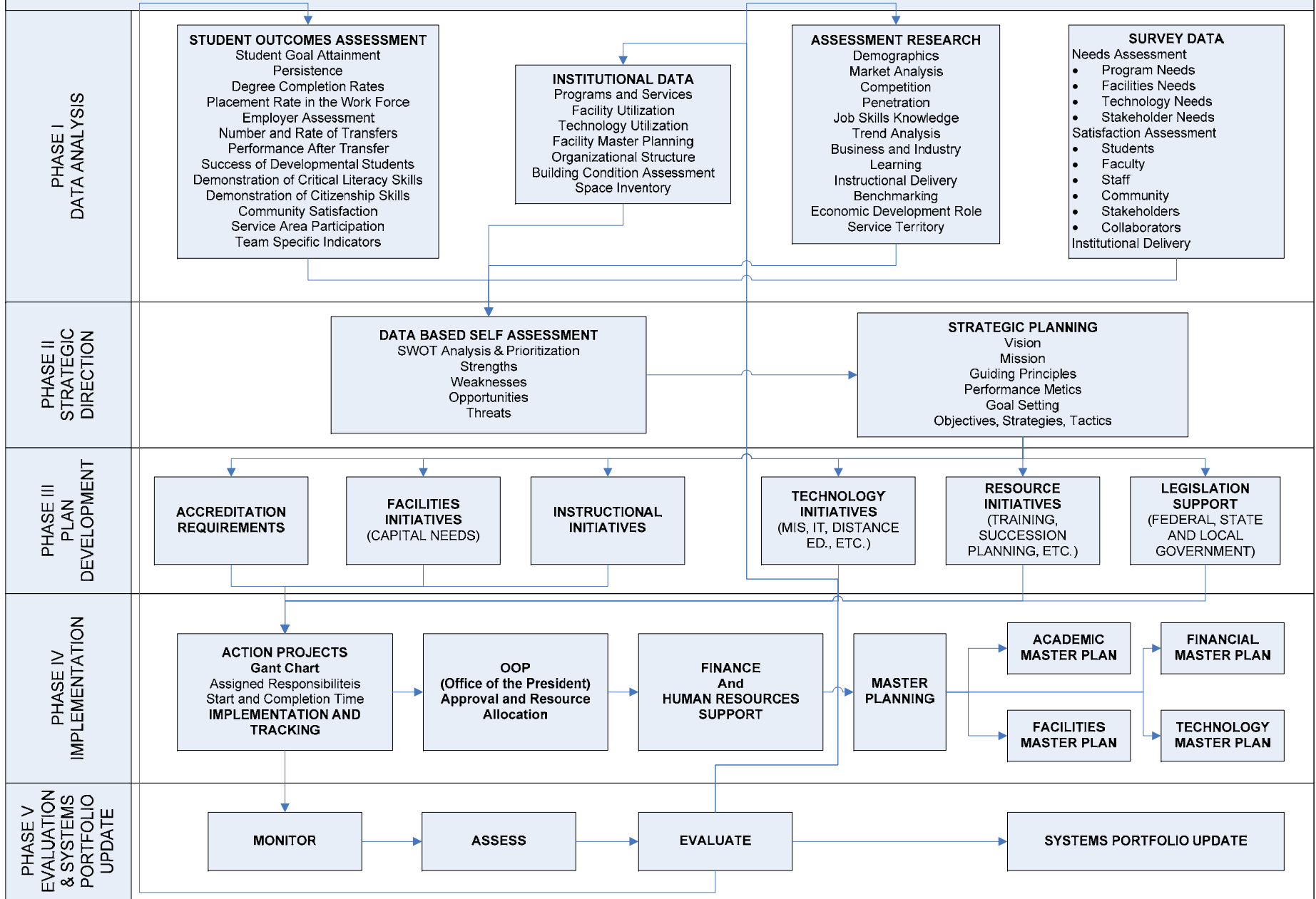
Institutional Planning System



AQIP SYSTEMS PORTFOLIO CATEGORY LINKAGES TO STRATEGIC PLANNING PROCESSES

Institution Planning Processes ▶		Academic Master Plan	Facility Master Plan	Technology Master Plan	Financial Master Plan	Policies and Procedures	Action Projects	Strategic Plan
▼ AQIP Categories ▼								
1	Helping Students Learn	X	X	X	X	X	X	X
2	Accomplishing Other Distinctive Objectives	X	X	X	X	X	X	X
3	Understanding Students' and Other Stakeholders' Needs	X	X	X	X	X	X	X
4	Valuing People	X	X	X	X	X	X	X
5	Leading and Communicating	X	X	X	X	X	X	X
6	Supporting Institutional Operations	X	X	X	X	X	X	X
7	Measuring Effectiveness	X	X	X	X	X	X	X
8	Planning Continuous Improvement	X	X	X	X	X	X	X
9	Building Collaborative Relationships	X	X	X	X	X	X	X

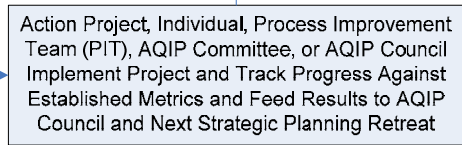
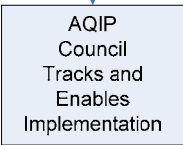
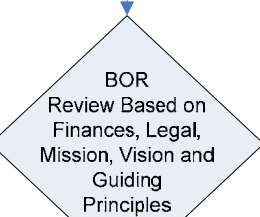
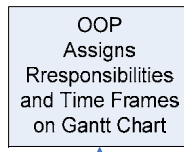
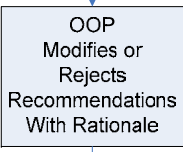
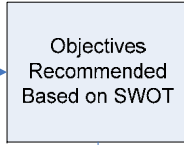
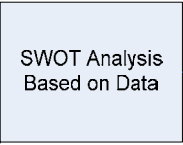
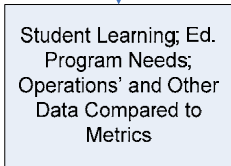
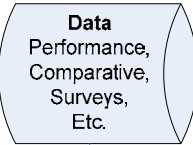
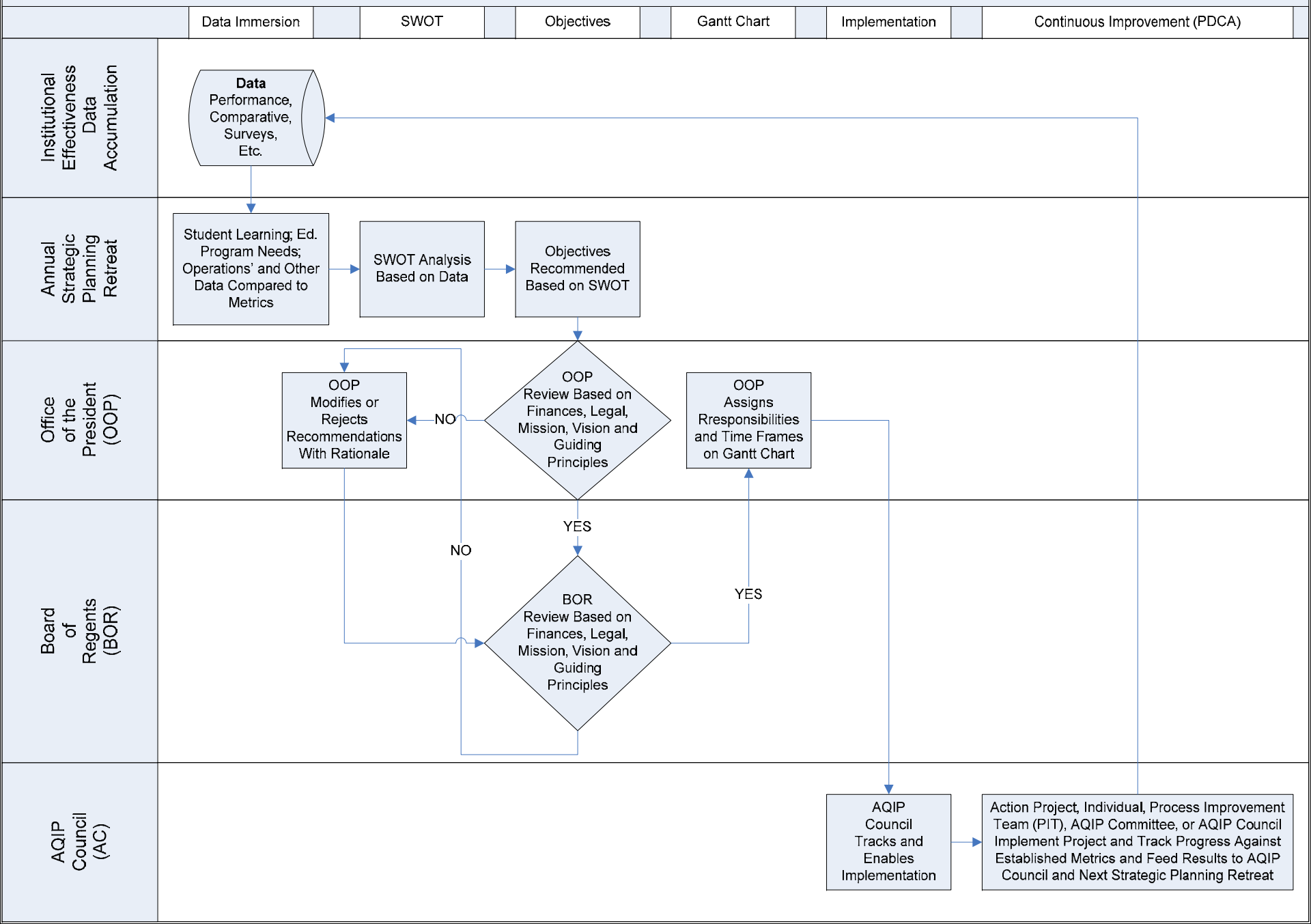
NNMC INSTITUTIONAL PLANNING PROCESS



NNMC's 2008/2009 Strategic Plan



NNMC Strategic Planning Process – Flow Chart





Gantt Chart



NNMC Strategic Plan Gantt Chart 2008/2009

ID	Priority & ID#	SWOT Topic	Objective	Responsibility	Target Date	%	Duration	Start	Finish	Progress				
										2009	2010	2011	2012	2013
1	1	Non-conformity with Guiding Principles	The College will annually review the fidelity of its practices with respect to the following guiding principles in its annual survey of Students, Faculty and Staff	Carmella Sanchez - Director Effective Resource Utilization Department	2009	0%	239 days	Mon 2/2/09	Thu 12/31/09	0%				
2	2	Low Recruitment Rate	Increase enrollment by 9% by 2011	Frank Orns - Recruitment Retention & Placement PIT, Julia Abeyta - American Indian Recruitment PIT, Tom Alvarez - Public Relations PIT	2011	0%	760 days	Mon 2/2/09	Fri 12/30/11	0%				
3	3	Faculty/staff salary	Increase salaries to achieve 4th quartile for Master's institutions by 2011	Jose Griego - President, Michael Branch - Board of Regents	2011	0%	760 days	Mon 2/2/09	Fri 12/30/11	0%				
4	4	Low Retention Rate	Increase retention rate by 25%	Frank Orns - Recruitment Retention & Placement PIT, Julia Abeyta - American Indian Recruitment PIT	2011	0%	760 days	Mon 2/2/09	Fri 12/30/11	0%				
5	5	Lack of shared governance across the university: students, faculty and staff	Clearly define shared governance by 2009	Jose Griego - President's Council, Meredith Garcia-Mason - Faculty Senate, Patrick Archuleta - Student Senate	2009	0%	239 days	Mon 2/2/09	Thu 12/31/09	0%				
6	6	Establish Faculty and Staff Professional Development	Provide ongoing professional development for faculty and staff	Jose Griego - President's Council, Meredith Garcia-Mason - Faculty Senate	2011	0%	760 days	Mon 2/2/09	Fri 12/30/11	0%				
7	7	Improve Student Services	Create and improve Student Services	Alfredo Montoya - Student Services PIT	2011	0%	760 days	Mon 2/2/09	Fri 12/30/11	0%				
8	8	Improved advisement	All students will receive advisement	Alfredo Montoya - Advisement PIT, Faculty, Tony Sena - Provost	2009	0%	159.33 days	Mon 2/2/09	Fri 9/11/09	0%				
9	9	Student needs based scheduling	Schedule classes to meet the needs of students	Tony Sena - Chairs and Deans	2010	0%	500 days	Mon 2/2/09	Fri 12/31/10	0%				
10	10	Potentials for Resources/People/\$ allocation/alignment to goals	Align resources with goals	Loretto Garcia - Effective Resources Utilization Committee	2011	0%	760 days	Mon 2/2/09	Fri 12/30/11	0%				

Project: Strategic Plan Gantt Chart 200
Date: Thu 1/8/09

Task Progress Summary External Tasks Deadline
Split Milestone Project Summary External Milestone

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Systems Portfolio



Northern New Mexico College Systems Portfolio



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AUGUST 2008



Systems Portfolio



NNMC NORTHERN NEW MEXICO COLLEGE
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Northern New Mexico College



My NNMC

where passions soar

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- Students (Future)
- Quick Links



- Academic Master Plan
- Action Projects
- Facility Master Plan
- Financial Master Plan
- Institutional Planning
- Policies and Procedures
- Systems Portfolio
- Strategic Plan
- Technology Master Plan

receives Re-Accreditation from Higher Commission

Foundation 2009 Scholarship Application
 on Deadline: March 31, 2009 by 5:00 pm

Term Course Registration Only
 must register for (or drop) short-term courses by
 midnight Sunday of the week before the class starts.



**Thank
You!**



Tom Garcia

Professional Vitae/Bio



- Executive Vice President & COO of *NORTHERN NEW MEXICO COLLEGE, Española, New Mexico*
- President of *TACTICAL ADVANTAGE GROUP, LLC, Albuquerque, New Mexico*
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- Deputy Laboratory Director (EVP Equivalent) *LOS ALAMOS NATIONAL LABORATORY (LANL), Los Alamos, New Mexico*
- Executive Vice President of *U S WEST COMMUNICATIONS, INC. Public Policy, Corporate HQ, Denver, Colorado*
- President and CEO of *U S WEST COMMUNICATIONS, INC., New Mexico Operations, Albuquerque, New Mexico*
- President and CEO of *U S WEST COMMUNICATIONS, INC. Arizona Operations, Phoenix, Arizona*



Philanthropic Vitae/Bio



- **Executive Vice President & Chief Operating Officer, *YDI FOUNDATION, INC., Albuquerque, New Mexico***
- **Founder, Chairman of the Board, Interim President, *LOS ALAMOS NATIONAL LABORATORY FOUNDATION, INC, Los Alamos, New Mexico***
- **Chairman of the Board of Directors, *NORTHERN NEW MEXICO COMMUNITY COLLEGE (NNMCC) FOUNDATION, INC., Espanola, New Mexico***
- **Director & Vice President, *ALBUQUERQUE TECHNICAL VOCATIONAL INSTITUTE (TVI) FOUNDATION, INC. , Albuquerque, New Mexico***
- **Chairman of the Board of Directors, *ALBUQUERQUE HISPANO CHAMBER OF COMMERCE, Albuquerque, New Mexico***
- **Director of Board of Trustees, *NEW MEXICO HISPANIC CULTURAL FOUNDATION, Albuquerque, New Mexico***
- ***LOS ALAMOS ECONOMIC DEVELOPMENT CORPORATION Los Álamos, New Mexico***
- **Director on Board of Directors, *LOS ALAMOS QUALITY NEW MEXICO NETWORK Los Alamos, New Mexico***
- **Director on Board of Directors, *ECONOMIC FORUM, INC., Albuquerque, New Mexico***
- **Director on Board of Directors, *NEW MEXICO STATE UNIVERSITY, CENTER FOR PUBLIC UTILITY REGULATION Las Cruces, New Mexico***
- **Director on Board of Directors, *NEW MEXICO STATE UNIVERSITY, GODDARD ADVISORY BOARD (ENGINEERING COLLEGE ADVISORY BOARD), Las Cruces, New Mexico***
- **Director on Board of Directors, *FIRST SECURITY OF NEW MEXICO BANK, INC, Albuquerque, New Mexico***