Doña Ana Branch Community College

STRATEGIC PLAN
1998 REVISION
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Doña Ana Branch Community College
Las Cruces, New Mexico
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Workforce Development and Economic Development

Issue

Workforce development is the primary mission of Doña Ana Branch Community College, established in 1973 for the purpose of workforce training in Doña Ana County. In the global economy of the twenty-first century, a technically trained workforce is crucial to the economic development of our community. Continuing to educate a highly skilled workforce is the contribution of the community college to the economic future of Doña Ana County.

Goals

Continue and expand programs that prepare a well-educated workforce for long-term economic competitiveness.

Provide multiple educational pathways to employment and to further education for our citizens who have varied career and personal objectives.

Collaborate with business, industry and governmental agencies to identify current projected workforce needs and respond with appropriate educational and training solutions; implement and revise curricula in response to workplace expectations and community needs.

Collaborate with other government and private initiatives to support regional economic development.

Address the Spanish/English communication needs of business and industry in the border region.

Promote the creation and expansion of small businesses within the area.

Action Plan

Lead the effort in tech prep and other school-to-work initiatives with local school districts.

Cooperate with the public schools, other institutions, and the university to provide seamless curricula through all levels of technical education.

Develop methods to better match our training programs to the needs of the local labor market.

Encourage program advisory committees to participate actively and substantively in instructional programs.

Maintain and continually improve curriculum and faculty expertise to stay current with, and relevant to, the workplace.

Respond to the immediate training needs of employers; expand customized training services.

Position new programs to support light manufacturing, agricultural processing, business services, space technology, and other targeted industries.

Provide services of the Small Business Development Center through all college education centers.
Expand DABCC's active partnership and leadership role in collaborative endeavors such as the Greater Las Cruces Chamber of Commerce, the Hispano Chamber of Commerce, the Doña Ana Workforce Action Council, the Mesilla Valley Economic Development Alliance, and the Doña Ana Regional Network.

Expand the variety and frequency of Spanish-language training opportunities in both career and community education programs.

Expand Spanish/English instruction within the community college.

Provide certification of Spanish language competency in occupational programs.
Quality Education

Issue

DABCC continues to offer job-specific skill training in a variety of occupational programs meeting the needs of local businesses and industry. The educational opportunities offered at the community college enable our students to learn how to learn, to be adaptable employees, and to be thinking, responsible citizens. To function in the social and economic environment of the turn of the century, citizens must have, in addition to technical skills, academic, communication, interpersonal and critical thinking skills. The educational outcomes for students are identifiable competencies—academic and occupational.

Goals

Foster work ethic, commitment to quality, and teamwork, in addition to strong basic skills, through the curriculum.

Provide students with the life skills—literacy, numeracy, critical thinking ability, and interpersonal skills—as well as the technical skills necessary for success in the workplace.

Improve our educational effectiveness by expanding the use of academic and occupational competencies and by the use of outcomes assessment results.

Action Plan

Integrate skill standards—national and/or local—into credit program curricula.

Assess student learning to stimulate improvements within each program.

Assess each student prior to graduation based on stated program outcomes.

Monitor present and projected workforce needs in the local area and develop and revise curricula accordingly.

Train all students in job-search and job-maintenance skills. Facilitate their understanding of the skills that allow them to access information, and use and evaluate systems.

Continue to provide on-the-job experience as part of the curriculum in occupational programs.
Comprehensive, Articulated College Curriculum

**Issue**

We are committed to providing a comprehensive, articulated community college curriculum for DABCC students to enhance their employability skills and improve their capacity for life-long learning. The community college works with public schools to enhance students' preparedness for higher education, particularly technical education. We also have a responsibility to our students to collaborate with area secondary and regional postsecondary institutions to assure the transferability of DABCC college credits. As an integral part of New Mexico State University, DABCC must also provide a comprehensive curriculum for our students.

**Goals**

Collaborate with Doña Ana County high schools in developing occupational courses that have a common curriculum and identified competencies so that students may follow a pathway from high school through the community college.

Develop opportunities for transfer and articulation of courses between DABCC and regional postsecondary institutions.

Provide the opportunity for our students to enroll in general educational courses at all DABCC locations.

**Action Plan**

Identify competency outcomes of each program and course at DABCC.

DABCC faculty work with high school teachers to develop curriculum and exit exams that will ensure that articulated high school classes meet DABCC standards and competencies.

Establish a DABCC-high school articulation committee to initiate and foster dialogue between the two entities and oversee articulation agreements.

Offer all lower-division general education courses that are required in associate degree programs and appropriate for community college students who have been denied admission to a university.

Collaborate with other institutions of higher education in New Mexico to provide better transfer and articulation opportunities for DABCC students.

Develop publications for high school students and counselors with information on career pathways between public schools and DABCC.

Adapt the division structure to accommodate general studies at DABCC.
Supportive Learning Community

Issue

The community college promotes student success by making it possible for individuals to become productive members of society. Education is essential to the individual and collective quality of life, and diversity enriches the educational experience. We are committed to serving our diverse population, to cultivating a learning community that challenges and supports students, faculty, and staff, and to fostering a welcoming learning environment.

Goals

Cultivate an inclusive atmosphere that fosters participation and success in all aspects of the college environment.

Provide a learning community where individuals' educational goals are supported, life situations are recognized, diversity is respected and involvement in student success is encouraged.

Attract and retain high quality faculty and staff.

Action Plan

Increase awareness by all segments of the service area’s population of available educational opportunities at DABCC.

Use peer recruiters, bridge programs, and other target-market strategies to recruit and retain a student body that reflects the diverse population served.

Promote faculty, staff, and student recruitment to achieve greater gender balance in traditionally single-gendered programs.

Recruit individuals to faculty and staff positions to reflect the diverse population served.

Enhance the student orientation program to support individual and collective learning goals, recognize student life situations, and strengthen respect for diversity.

Support individual and collective learning goals of students with disabilities through adaptive programs in advising and counseling.

Offer professional development opportunities for faculty to further their knowledge of teaching theory and practice and their expertise in the discipline area.

Provide professional development opportunities for full- and part-time faculty and staff that focus on student success.

Continually review faculty and staff positions, striving for compensation that is equitable and competitive within the employment market.

Evaluate the college committee structure.
Develop procedures for continuous quality improvement in all community college services.
Use of Technology

Issue

DABCC must use state-of-the-art technical equipment for occupational and technical training. The community college is also committed to providing educational opportunities accessible to our constituents, and this increasingly involves the use of technology to enhance instruction. In the educational marketplace, we must maintain a competitive edge by effective teaching and learning. We must continuously assess innovative instructional delivery technology and plan for its adaptation and implementation. Since we cannot pursue all emerging and available technologies, we must selectively focus limited resources on technology that enhances our ability to fulfill our mission.

Goals

Develop a comprehensive plan for the use of technology in instruction.

Acquire equipment needed to send and to receive instruction and train faculty to use it effectively.

Implement technology in the delivery of services and instruction using, for example, interactive television and World Wide Web.

Improve the effectiveness and efficiency of DABCC’s operations with development and use of management information systems to support decision-making.

Develop resources to acquire innovative technology.

Action Plan

Continue to develop courses incorporating distributive technology and alternative delivery approaches. Incorporate advanced technologies into instruction and support services as they emerge.

Enhance the availability of support staff to guide and assist faculty as they integrate technology into instructional delivery.

Join and initiate consortia that use distributive technology to deliver our unique programs and courses to postsecondary students.

Use public school technology systems in the delivery of some DABCC concurrent enrollment (Area Vocational School) courses.

Enhance and expand the technology to provide library and information resources to students, faculty, and staff, including access to full-text electronic materials, and the delivery of reference services within a predominantly technical, networked environment.

Develop and enhance student information systems to broaden accessibility to and ease of use of student services, including degree checks for students and their advisors.

Evaluate the potential contributions and role of DABCC in the Western Governors University.
Community Relations

Issue

Within the public education system, the community college provides 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, which include taxpayers, students, and employers. We must communicate to the public our unique mission within the community.

Goals

Continue to project workforce development as our primary mission.

Build a distinct community college identity that conveys a positive image to students and the community.

Involve and vest the community in the community college.

Promote the value of the associate degree within the local economy.

Increase the proportion of Doña Ana County residents who take advantage of DABCC services; increase the credit enrollment as a ratio of the county's population.

Develop and maintain a system to continuously assess the community's needs for educational services.

Create a higher profile in the community through more extensive community relations activities.

Action Plan

Encourage participation of faculty, staff and students in service to the community.

Encourage participation of college leaders in economic development activities.

Encourage representation of DABCC faculty and staff in community organizations.

Increase access to the community college through increasing constituents' awareness of the offerings of DABCC.

Develop a plan to recruit students to DABCC.

Use program advisory committees more effectively to maintain responsiveness to business, industry, and community needs.
Facilities Development

Issue

Doña Ana Branch Community College is the fastest growing institution of higher education in New Mexico, located in one of the fastest growing counties in the state. Significant enrollment growth is expected through the year 2010 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

Construct the second phase of the Health and Public Services Building with the successful passage of the November 1998 state general obligation bond issue.

Maintain the reasonable rate of local property taxation established in 1995 (one mill) to generate capital funding.

Seek state participation in capital projects in line with that received by other community colleges in New Mexico.

Attend to specific infrastructure, deferred maintenance, and capital renewal needs of DABCC for protection of investment, accommodation of technology, and health and safety considerations.

Establish a DABCC campus on the East Mesa of Las Cruces, consistent with the city's geographic growth pattern. Grow this campus 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.

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.

Acquire land and construct a facility on the East Mesa of Las Cruces.

Complete the second phases of the education centers in Sunland Park and Anthony to accommodate the enrollment at those locations.
Establish new occupational programs as need is demonstrated and as space becomes available.

Allot adequate space in all facilities for the non-credit programs of DABCC—community education, adult basic education, Small Business Development Center, customized training—that serve the community.

Upgrade infrastructure to support evolving technology.