

SWOTs Analysis (Updated July 9, 2008)

*Under each category, please indicate what you believe are NMSU-A's strengths, weaknesses, opportunities and threats. Please fill out the form as completely as possible by no later than **Friday, May 16**.*

Please submit completed forms to Dr. Bruce Martin or Ms. Mary Fechner by e-mail or hard copy. All anonymous and non-anonymous responses are welcome.

- Academic Support Center
- Assessment and Accreditation
- Campus Climate
- Communication
- Community Education
- Community Relationships/Partnerships/Collaborations
- Continuous Quality Improvement
- Curriculum
- Distance Education
- Enrollment/Growth
- Faculty
- Finances and Funding
- Food Services/Deli and Bookstore
- Foundation
- Governance (ex., Board of Regents, NMSU, Advisory Board)
- Human Resources (Policies/Benefits/Services)
- Infrastructure (Buildings, Structures, Grounds)
- Internal Organizational Structure (ex., Reporting Structures, Committees)
- Leadership/Administration
- Library Services
- Lobbying Efforts/Legislative and HED Support
- Marketing
- Parking
- Personnel and Staff Morale
- Political Environment (ex., City, County, State)
- Reputation
- Responsiveness
- Staff (excluding faculty)
- Strategic Planning
- Student Recruitment
- Student Services (ex., Registration, Financial Aid, Advising)
- Tays Special Events Center
- Technology
- Workforce Development/Economic Development
- Other

Academic Support Center

Strengths:

Advisors treat adults that are returning back to school like 18/19 year olds who have no commonsense or knowledge of the world. Not all information is provided, much of the info must be asked for; when its asked for its given but most don't know what questions to ask. There is a tremendous difference between an 18 year old and a 40+ returning to school.

Location.

Well-educated helpful employees.

All tutoring services are located in the same place.

Pleasant welcoming atmosphere. Excellent tutors with good skills. Provision of workshops for tutors.

I don't know enough about the ASC to report on their strengths and weaknesses.

Provides support to students enrolled in developmental English, Reading, and Math.

Dedication of staff. OWL(?) Very helpful to students (as reported by most students). Responsive to faculty.

The ASC is new, has up-to-date equipment, and has brought into one place the support systems that many NMSU-A students need, especially in their first year of college.

New & appears to be well staffed.

Friendly, welcoming.

One-stop tutoring center for english/writing/reading/math. Provides necessary developmental support. On-site proctored testing. On-line English tutoring. On-line math tutoring.

Hours are convenient for students. Tutoring is very important for student success. Friendly and helpful.

Central location; working to improve availability of tutoring in person and online. Students say good things about ASC.

Much needed help for students at risk.

Provides tutoring for developmental reading, writing and math to assist students. Online writing lab.

Weaknesses:

Unknown.

Not sure.

Design – no privacy for tutoring in different subjects. Assessment processes for measuring student learning.

None.

The design of the building is not conducive for privacy when tutoring students.

Lack of privacy. Lack of insulation in ceiling. Lack of consistency between tutor (reported by some students). Lack of consistency w/some tutors. Doing too much for some students by some tutors. Lack of understanding re: how to work w/disabled students.

The relationship of the ASC reporting structure to the HSSE and MSBT Divisions is unclear. Providing both writing and math support means ASC administrators have to respond to two different divisions, program coordinators, division heads, and faculty. The lack of clear reporting structures has resulted in lack of clear responsibility and oversight authority with regard to tutors and personnel duties generally. The design of the building has not been optimum for the purposes it serves. The large open space is not especially conducive to effective one-on-one tutoring.

This is an important addition to our campus. Here any student can regain lost skills (from time away from school) or strengthen academic areas that they did not fully learn in high school. Students can be helped with tutoring.

Facility does not have separate room(s) necessary in order to offer opportunities like supplemental instruction, writing or reading groups, etc.

Building size too small. Poor acoustics.

None.

Sometimes tutors are provided that do not know how to “tutor” students – in other words, be able to communicate on the student’s level of understanding.

None.

Size, acoustics.

Opportunities:

True adult higher education needs offered. This is a working class demographic. If cohorts, groups, student work groups can move as a pod through the system from start-to-finish to secure an A.S. degree there not only creates a bond between student and student. But provides a lower drop out rate, stronger incentive to finish and therefore provides a stronger student back into the community in the end.

Unknown.

Make sure every student knows about help and support.

Expand services. Market developmental services. Maintain and upgrade student learning.

Extend tutor expertise beyond writing and math.

To grow tutoring support not more college level areas.

Clarification of reporting responsibilities and authority of ASC staff could enable more effective and efficient use of resources.

Expand to serve other disciplines.

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No suggestions.

?

Expand to more disciplines. Expand online tutoring – possibly 24 hour service (eventually).

Threats:

Outside influences of colleges that make on-line education user friendly ie...work groups, evening an weekend classes, free lap tops for student uses ect...

Unknown.

Not sure, probably \$\$.

No apparent plan or direction. Lack of financial commitment of the institution to sustain and grow.

Change in leadership – disorganization.

Funds to support growing enrollment and expansion of populations served.

Loss of good staff due to low pay, poor morale, etc.

Without clarification of the staff's administrative relationships to the two divisions and academic programs they primarily support, the new director will continue to face conflicting and contradictory job pressures. This will lead to increasing frustration on everyone's part, and will ill serve students.

If the High School put out a better product. Growth of developmental needs population exceeds available space.

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No suggestions.

Understaffed.

As high schools improved preparedness of students, demand might wane. If demand increases dramatically, resources might not be enough to adequately support the ASC.

Assessment and Accreditation

Strengths:

Seeking Accreditation.

Unknown.

NMSU-A has always been proactive in these areas and typically have performed well.

Ten-year HLC independent accreditation. Some assessment processes already in place. NLNAC accreditation. Reports are completed on-time, but follow-up is spotty.

Dedicated members of various committees. Multiple approaches.

Bruce Martin does a good job assessing where the campus stands. He sends the campus community regular updates. He also publishes pages of statistics and results of surveys that let everyone know how well or poorly we are doing at any given time. Our university has always seemed to receive accreditation without a problem. I do not think it will be a problem when we go through the process again.

Effort being made.

Some of the student learning assessment pieces are coming along well (program assessment, general education), although slowly. There has been some non-instruction related assessment by individual institutional "units" for a long time, but this is unsystematic and not integrated into any overall plan. The institutional assessment that has been done was acceptable to the NCA-HLC in 2003, except for the assessment of student learning, especially that of general education. Assessment in this area is now moving forward, but there hasn't been much improvement elsewhere. Some assessment processes have even been abandoned since 2003. Required reports to the HLC since the 2003 accreditation visit have been filed on time, but each has been accompanied by an HLC demand for yet another follow-up report.

Bits & pieces are done.

Continuous assessment and adjustments or tweaking of the system.

We are trying to Assess student learning.

It's required by state. Improves teaching.

We are constantly evaluating and trying to improve our processes. We are starting strong, having most recently received the full 10-year accreditation.

Weaknesses:

Not having Accreditation.

Unknown.

Some program coordinators do not take assessment seriously.

Disjointed approach. Lack of commitment, follow-up and academic leadership to the assessment process. Reliance on NMSU as assessment gurus.

Lack of systematic integration of all approaches.

I do think with all of the publicity it will be harder for our nursing department to receive full accreditation this year.

Confusion over who does what, when, and who it goes to.

Course level assignment is still a very mixed bag, especially with regard to CAPs. There is little integration of assessment into decision-making, and the first attempt to provide data in relation to strategic plan objectives only took place with Dr. Jimeno's insistence during the fall (2007).

This seems to be a bit fragmented. A clear direction would help.

Time Consuming. Continuity of personnel involved for entire ten year process.

The process is inefficient. Could be done much better. I am not satisfied with the procedures. There is no verification of information in the Assessment documents.

Need assessment coordinator.

The assessment process is very time-consuming. Change over of key personnel between accreditation visits often changes direction the campus will take causing much additional work for faculty and staff.

Opportunities:

With such strong enrollment and dual roles that the school plays, state dollars need to be reallocated (formula to be redone) to assure continued growth and success.

Unknown.

Improve on all areas as indicated by NCACS.

More training and development in assessment and accreditation. Going outside the NMSU system for training on assessment processes. Development of a comprehensive assessment plan that includes assessment for the academic and non-academic areas. Providing training and development in AQIP and CQI assessment strategies.

We need to continue sending out student, staff & faculty surveys to use in our accreditation.

Unclear.

The maturing assessment activities with regard to programs and general education can be integrated with increasing demands by the state of New Mexico for core curriculum assessment. In a few years NMSU-A could have an effective, integrated, meaningful student learning assessment process, just in time for the 2013 HLC accreditation visit.

To share understanding, "where we are" in the state of our campus and adjust as necessary.

We could make this process work much better.

Hire assessment coordinator and get serious about this.

Assessment provides opportunities to share ideas and better understand the state of the campus. Working together on the assessment process can lead to consistency between departments and possibly even campuses.

Threats:

Unknown.

Not sure.

No follow through or the allocation of necessary resources once a comprehensive assessment plan is developed. Demands by the State of New Mexico and NMSU may be inconsistent with the requirements needed by HLC.

Isolated unrelated data from too many sources.

Unclear.

The demands for student learning assessment by the HLC, the state of New Mexico, and NMSU could create conflicting expectations and the overburdening of faculty as they try to meet requirements. Sorting out these conflicts might take several years, resulting in partial, inadequate assessment at the time of the next accreditation visit in 2013. Current assessment efforts may continue to be viewed as sub-standard by the HLC staff, resulting in the requirement of additional progress reports over the next five years (2009-2013).

Key positions not in place to respond.

There are no truly good ways to assess learning. We can only make an attempt at it.

Understaffed for support faculty and institution need.

Quality control during periods of rapid growth and changing technology. Change-over in key personnel.

Campus Climate

Strengths:

History of dedicated personnel.

Friendly, easy-going.

We have good leadership, and we are having a surge in the number of students taking our classes.

Overall campus climate is good.

Diversity (Military, Native American, Black, Hispanic, German, vision impaired, socio-economic, e.g.). The silent majority.

Beautiful physical campus, esp. seasonal landscaping.

Hot, but it's a dry heat. Seriously, it's difficult to determine.

Diversity – we have people at our campus from all over the world.

Hot to mild.

Staff, faculty, and administrators who are caring professionals focused on doing their job to the best of their ability.

Diversity.

We have a very friendly and relaxed campus. The size of the campus is very beneficial to learning.

The climate in most areas of the campus are very positive and pleasant; a good atmosphere.

Most staff members have been here for many years, as have some faculty. Those who have been here many years know how things have been/are run and try to share with new comers. There does not seem to be many dramatic issues that, for example, main campus faces. We do tend to try to work together to solve issues. There is an atmosphere of sharing.

Small friendly campus.

Diversity among faculty, staff and students. Silent majority. Bistro.

Weaknesses:

Security not available during day.

Currently not at a good place.

The need to maintain status quo. The constant reinforcement by some members of the campus community to engage in “negative talk”. Using generalizations and rumor as measuring devices. Blaming others for one’s own bad behavior. Focus on the negatives rather than the positives.

Food services for students. General appearances of some areas.

There seems to be a general unrest right now and we are losing a lot of good employees to other jobs or retirement.

The silence of the majority that seeks to avoid conflict or being on the record because “confident nothing will change”. Low expectations. Fear of change. Personnel issues of bad behavior, disrespecting colleagues, gossip. Using foolish and silly messages to promote registration, advising, financial aid rather than setting a higher level tone that students will take seriously.

Separation between faculty and staff, divisions.

Hot and dry. Seriously, it's difficult to tell. There has been a lot of conflict, changes and anxiety over the last couple of years, with very strongly held opinions from many (often conflicting) perspectives. The number and tone of responses to this SWOTs document may tell us something.

Since we are a commuter campus and have a large population of non traditional students it's difficult to get students involved with student organizations and social outlets.

A small number of staff, faculty, and administrators who display unprofessional and negative behavior. Examples include gossiping, bias/favoritism, jumping to conclusions without evidence, difficulties with perspective taking, inability to work well with others, lack of follow through, not taking responsibility for their actions and decisions, and a general thoughtless and/or self-righteous approach to their work, and covertly critical of others.

Diversity.

All of the teachers are very upset about the wages at NMSU-A. Teachers are very dissatisfied with the administration.

Facilities, Nursing and Pro-Tech are not included in those areas.

It is almost like people on campus are afraid of change – change is fought against, hard. But once change is implemented and accepted, things tend to settle down.

Too small for some.

Diversity, silence of the majority and lack of flexibility. Because we are a commuter campus, we lack the camaraderie of a residential campus. Not all faculty, especially, use the NMSU-A e-mail or divert it to the one they do use.

Opportunities:

There are endless ways to improve climate: Respect for one another, appreciation to employees.

Implement the use of a faculty/staff relations survey. Everyone accepting responsibility for making a positive campus climate.

Improve appearance of several areas.

Since we just actually passed the GO Bond for our campus for the Technical Bldg., we need to keep pushing to find a couple of technical training classes that can be started by the Spring semester, even though we don't have the new building yet.

To educate personnel on understanding how bad behavior diminishes our ability to work collaboratively and respectfully – that bad behavior may go unpunished but it does not go unnoticed and that it would be better to inspire good behavior than continue to ignore bad behavior and that we all have a responsibility to look in the mirror! In our diverse climate working toward student success is our common opportunity. To promote our campus as an education environment for an all-adult community – something to take seriously. Understanding

how other campuses appeal to potential students to help change the cliché: “I don’t want to go to college on the hill”.

Unclear.

Seems like there’s a lot of room for improvement.

We constantly have people coming and going.

The opportunity exists for great improvement in our campus climate.

Professional development opportunities that address workplace behavior to help these individuals understand their contribution to a negative work climate. Administrators also have the opportunity to be open, yet supportive, in addressing these concerns. It is an opportunity for administrators to support their staff in meaningful ways. Also, a more thoughtful and careful approach to the hiring/selection of those in leadership positions, in order to ensure that they are not themselves contributing to the negative climate. When leaders are professional, they help to set the tone for a professional, positive climate.

For diverse entities to work together towards one common goal – Student Success.

If we get the salaries corrected we could be a very satisfied and rewarding campus.

To determine what changes needed to be made, but including all involved.

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Diverse entities can improve working relationships to improve student success. Turnover at Holloman brings students and faculty and staff from different backgrounds offering opportunities for growth and change.

Threats:

Safety (need more lighting in parking lot).

Cynical burnt out employees who like to stir the pot.

The fear of change. Negativity. Lack of innovation. Maintaining an institutional “island” mentality. Viewing Las Cruces (or main campus) as the only source with expertise. Greater measurable accountability demanded by outside entities.

It seems that a couple of people who are generally not trusted by the majority of people on campus are rising in the ranks of the Administration. These people are not trusted for a reason, and they should not be allowed to hold any position of authority.

Loss of personnel who prefer a more respectful climate in which to work. Loss of serious students who don’t see NMSU-A as a serious college environment.

Low morale – faculty & students.

Low salaries, confused/conflicted administration, greater “accountability” pressures from the outside, could result in an increasingly explosive atmosphere.

Inflexibility, resistance to change, an understanding and respect for the missions of other departments.

Those who are more introspective and focused on doing their best might exhaust their tolerance and look for work in a more professional environment. Realistic threats also include the potential for a greater degree of divisiveness within and between departments, a climate of dishonesty/distrust, lack of team work, lack of respect, and/or low morale – all factors that work against productivity.

Feelings being hurt. Focusing on self elevation rather than student success.

Good people have left due to the atmosphere and others would if it were possible for them to do so.

Rumors and contacting outsiders before giving the administration an opportunity to address any issues and resolve them.

Morale is low among faculty and staff.

Resistance to change and negative attitudes.

Communication

Strengths:

Cheri's emails informing/updating.

I think the Open Forums are great.

New web page. Use of open forums. Use of e-mail.

Good system for distribution of news – e-mail and 2 minute news. Numerous meetings.

We have a good system in place right now with the email we receive often from Administration. Also we have our campus forum talks on a regular basis.

Some areas have great communication between supervisors and employees.

Lots of tools for communication: voice mail, email. President includes campus. Small campus provides opportunities to easily meet F2F. Good web page.

Good, within division (HESS); some effort being made to improve (by President) but may be too little, too late.

My phone and email usually work. Some committee minutes are posted so the campus community can view them. Monthly faculty meetings help get some accurate information out for discussion in a timely manner. The NMSU-A website has improved much since Dan Kammer took on those responsibilities.

Our new president has made a concerted effort to share information. Our Website. Because we are a small campus it's easier to stay connected.

A new open dialog has occurred.

Electronic communication devices (cell phones, blackberries, e-mail, web page). Small campus, everyone knows each other.

I see attempts at communication.

The President's office is to be commended on how information is shared through open forum meetings. Without it, I would not know what is going on in the campus community due to a lack of communication in my area.

Administration attempts to keep the campus informed through emails and forums.

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Wonderful website, e-mail and other electronic means of communication. Small campus size which offers the opportunity to get to know each other and each other's areas of expertise. President is willing to share policy changes and professional publications with faculty and staff.

Weaknesses:

Actual communication issues between instructor-to-instructor and instructor-to-student is not continually present. Only a percentage of the communication is shared. It's almost as if there is a need-to-know basis. In actuality everyone needs-to-know.

We do not have very good methods of communicating between areas or to students. The electronic boards, 2 minute news, emails aren't always timely or effective.

Not reading e-mail or attending open forums. Using the generic term, "lack of communication" to maintain one's negative ideals. Engaging in gossip and spreading of rumors. Inappropriate use of e-mail and the use of a variety of different e-mail systems.

Lots of gossip goes around – need more transparency to communication and more thoroughness.

When the student organizations or campus departments are having different happenings, it should be noted on our campus web page. Some one, such as Hope, should be in charge of gathering this dates and information together to give to the webmaster. We don't seem to have enough advertisement for our campus on the radio or in the newspaper.

Some supervisors do not know how to communicate with their employees.

Communication tools unused & ignored for days & weeks at a time. Lack of F2F discussions and too many assumptions.

Confusion, lack of consistency, sense of politician stance, sense of loss of faculty memory by President.

NMSU-A Today performed a valuable service to the campus community, but there wasn't any material support for it by administration. It was a valuable contribution that was unappreciated and unsupported, so, not surprisingly, the efforts to continue its production were eventually

abandoned. Much of campus communication is word-of-mouth. Rumor and whispering campaigns are rampant. There are no easily accessible documents everyone can rely on for accurate information. The few committee minutes, and other institutional documents that are available usually appear long after the information they contain can have any meaningful impact on decision-making, or timely discussions. It's still difficult for most staff to find what they need on the NMSU-A website. The variety of different email systems that are being used makes it almost impossible to efficiently transmit information simultaneously to faculty, staff and students. It's nearly impossible to find the Policies or Procedures that should be followed on this campus.

Getting the information we need from main campus! Keeping part time faculty informed.

The dialog does not always result in direction needed.

There is a notable degree of lack of communication within and between a number of departments, often accompanied by an underlying "us versus them" mentality and/or complacency.

Less face-to-face conversations lessens "brainstorming" type communication. Tend to distrust someone's intentions if we don't really know them.

There is very little communication between departments. There is no clear communication between admin. And the faculty.

There is limited communication in the facilities, nursing and Pro-tech areas.

There is inconsistency, or lack of, communication between divisions and between the academic side and student services side of the house. There is also a tendency to jump to conclusions without getting the full story.

Poor communication between admin and faculty.

Slow and, at times, contradictory communication from the main campus. Lack of follow-through with changes and processes by some.

Opportunities:

Should have more interaction between academic and admin and SS other than upper level.

Expand web pages, create student, faculty, staff blogs, student emails – walk across campus and visit someone!

New web page. Increased use of open forums and e-mail. Ensuring all faculty, staff and students use campus e-mail. Engaging in behavior where one "talks to, not about" others. Not repeating or listening to rumors. Administrators spend more time engaging in MBWA behaviors.

Put information on the campus web page. Advertise more.

Maintain a strong Web site to provide easily access to information. Continue to Invest in good communication tools.

To work together as colleagues; honoring our NMSU-A culture, developed over years for a reason; honoring N.M. culture and way of life.

Incentives for use of the NMSU email accounts might help solve some day-to-day communications issues.

Some areas on campus do not have voice mail.

Again, it is an opportunity for leadership to set the tone by demonstrating communication styles that foster teamwork and productivity. It is also an opportunity for leadership to set communication related expectations for others to do the same.

E-mail, fax.

We need to work on this.

To build communication bridges between areas so insure open dialogue and understanding.

Improve this. Both CAO and CEO need to do this.

Improved communication by technological and other communication speeds up accuracy and progress of work.

Threats:

Rumors.

No one takes initiative to create better ways of communicating.

Not reading e-mail, talking with people F2F, or attending open forums. Using the generic term, "lack of communication" to sustain one's negative ideals. Engaging in gossip and spreading of rumors. Inappropriate use of email.

Misinformation leads to jumping to conclusions, incorrect assumptions.

How could communication be a threat?

Lack of follow-through.

Lack of trust. Unsafe to really express self to Admin., especially if not tenured. Apparent lack of communication skills at the top, especially leadership styles (for ex., situational). Apparent unwillingness by President to work with others (own or hidden agenda). Accusatory stance, especially concerning bias or prejudice against President.

Demand may exceed capacity as the use of electronic resources continues to escalate, especially in relation to internet capacity. Lack of easy access to definitive statements on policies may increase the "make-it-up-as-you-go" approach to decision-making.

With each area updating their portion of the website it will be important to maintain standards.

Dishonest communication, withholding of information, and simply not understanding the relevance of communication in the work place could contribute to a lack of efficiency and an environment of distrust.

Lack of follow through. Lack of response. Silent Majority. Vocal Minority.

Lack of communication alienates employees.

Disgruntled faculty. Current chaos.

High tech communication is expensive. As the website updates begin being shared among the departments we risk standardization.

Community Education

Strengths:

Joan – new classes – variety.

Personable coordinator.

Continues to expand. Leadership. Partnerships with business, industry and APS.

Variety of offerings.

Having classes for the general public has made the public more aware of our campus and it makes it easier for us to get bonds passed. It is good public relations. Joan Griggs does a good job finding the instructors and providing places for the classes to be held. She also promotes and advertises well.

Good, strong program.

Multitude of teachers available in the community, local schools, and from on-campus.
Collaborative work with community.

Variety of classes offered. Qualifications of instructors. Price. Stable leadership.

There is continued growth in the Community Education program. It is also now starting to include more professional development/contract training opportunities.

Variety & diversity.

The great variety of programming. Now that Professional Development Training has been added under Community Services, we can offer every kind of service that the community should expect. Courses designed for fun, summer camps designed for enrichment for the K-12 students, or courses which result in non-credit but professional instruction help NMSU Alamogordo to be viewed as the first and most logical place to go to receive education. We have a complete selection now that we have added short term training, along with certifications and two-year degrees.

This area has grown stronger.

Collaborative work with community. Ability to teach non-academic classes to non traditional students.

I think we are doing a fair job of educating the community. We have been trying to satisfy the needs of the community with the Excel classes for the business community.

Excellent program, which reaches out to all interests.

Joan does a tremendous job!!!

Involvement with the community – helps enrollment.

Good selection of offerings. Good collaborative work with the community.

Weaknesses:

A closer partnership with AHS needs to be explored. Maybe a satellite office or part time academic advisor to assist in the flow of information.

Difficult to find. Confusion between comm. ed. and Adult Ed.

Conflict of interests -- too many areas for coordinating to cover CE effectively, not enough marketing of courses.

Payment processes for contact training needs to be fully defined and paid in a timely fashion.

More marketing.

I would think that any person who was handling Community Ed might get burned out easily from job overload.

Finding ways to pay teachers who are in the NMSU-A system, given the rules that impede process and rules regulating number of hours and amount paid that seen in conflict with paid contract hours.

Lack of support from NMSU-A; inability to work smoothly as faculty in C.E. and teaching regular classes (for ex., unable to tell if you get paid).

It's not clear that Community Education can be self-sustaining financially.

Limited resources and limited pool of instructors.

Need more classes.

I need professional training in marketing, especially on-line marketing.

Potentially could compete with college classes. Under staffed.

We are missing an opportunity to work with the retired and seniors.

Disorganized. Poor pay.

Limited resources and instructors. Poor payroll system.

Opportunities:

Absolutely endless. This could be a huge moneymaking area.

Expansion of contract training.

This is a good outreach to our community and shows that we are a part of the community. This service reaches individuals that would not think of taking college classes, but who are interested in learning various other things, like country western dancing or tae kwon do.

Increasing technology & science related opportunities for young people.

Integrate into campus.

There may be additional opportunities for contract training, but that is really a separate program from community education.

More youth summer camps. More trips and classes for seniors and retirees.

With continued access to facilities (rooms and equipment), this program has no limits.

To reach out to the community.

We could develop some more classes to help the community and businesses.

Offer more language conversation classes.

Improve pay.

Offer more educational summer youth programs (ie: science and math, etc). Offer Elderhostel programming. Consider opportunities for online classes.

Threats:

Time and \$.

Continues to expand, but additional resources (including staff) are not allocated. The institution doesn't commit to the ideal of providing excellent community education.

Hopefully we can always have a budget in place that allows for Community Ed, but it may be the thing that is cut if funds get tight again.

Not getting people paid timely creates negative image for the program and NMSU-A.

Loss of excellent faculty from community and campus.

The current program director might decide to leave. It's not clear if current successes are fundamentally dependent on one person or if they are being "institutionalized" so that they would continue to grow even with someone new in charge.

Competition from other community organizations. Poor pay for instructors.

If we lose access to facilities on campus, that would kill the program.

Classroom availability.

People won't teach in it – therefore less classes are offered.

Competition from some community programs.

Community Relationships/Partnerships/Collaborations

Strengths:

Strong new President shows she wants to partner with private business in educational opportunities.

Location.

The climate of the community is changing pretty rapidly. That is to say the players are changing:

- We have a new mayor and city commission – on top of them being new (and maybe not quite as polished as was our former mayor, etc.) they also have sent signals that the commission could well be a four-three commission. The homogenous nature of the former has given way to what might be considered in some instances as contentious.
- The Public Affairs Office is going thru some significant changes and is not now as responsive to the community as it has been in the past – (new wing commander and a revolving door leadership in the PA shop for the last months hasn't led to stability...this will even out but it will take time).
- We are approaching PCS (Permanent Change of Station) season – that is the time when the majority of the staff/personnel changes will occur. This “newness” offers both challenges and opportunities as the leadership will be included in this “moving on” process.

Positive relationships with many community entities.

Increased relationships with advisory board, community leaders, foundation board and K-12 schools.

Supportive community in general.

I was happy to see the many businesses that step forward to help us when we need help with promoting the college, such as the 50-year celebration and the advertisement for the GO bond, or just promoting the community relationship with the college in general. The relationship with HAFB has always been strong.

Wonderful relationships with community, and getting stronger.

Communication on issues that affect education (GO Bond). NMSU-A president's efforts with the community/partners.

Unclear.

The relationship with the Alamogordo Public Schools Board of Directors seems as strong as it has been in years. Cooperation/collaboration with local schools seems strong. Partnerships with the local business community also seem to be strengthening.

GEO bond passed! Lots of interaction between NMSU-A and community organizations i.e. film festival, art show, theater, choir.

This area has been strong and is growing stronger.

Communication on issues that affect education in general. Increased trust of the college by the community.

I think this is where we have shined. I see that we go well out of our way to work with the community.

Very strong as indicated by the partnership with the city to co-locate the Trades Center with city offices and the help they offered in getting the GO Bond passed. We also have very strong partnerships with the schools. Other evidence of community support is evidenced by the support given our theater, music and film festival performances.

Weaknesses:

Comm. not aware of campus – think it's for only students.

We could focus more on this area.

How to measure improved relationships. Poorly defined program advisory boards.

Use of community to lobby legislators.

We don't seem to have a good bond with Mescalero. Also if we keep asking for monetary help from the businesses here in Alamogordo, I could see them getting tired of seeing us with our hand out, since they get that from a lot of other non-profit agencies also.

Unclear.

Lack of a GEAR UP grant limits the amount of collaboration we can do at the middle school level.

Some people in the community are still unaware of the opportunities.

More formal communication is needed between AHS and NMSU-A.

None!

Opportunities:

The new trade center combined with the entire nursing department can benefit from closer collaborations with existing industry and local nursing care facilities. Don't isolate teaching opportunities; share the knowledge through divesting in private enterprise.

Open houses – more give to community, should become a “part of” the community.

This climate change will offer challenges and opportunities to increase our presence in the community but will require redoubled effort in Community Relations activities—“face time” with all the new bees and continued energy with existing leaders.

I think we have a great deal of room to expand in this area.

Increased relationships with advisory board, community leaders, foundation board and schools. Increased relationships with business and industry by developing representative program advisory boards, increasing external funding and relationships for equipment and expertise to support the Trades Center. Improving rates of transfer into 4-year programs, especially Las Cruces.

We need to continue to have classes at HAFB and sometimes throw in a class that is just designed for the military, such as biological warfare or any other topic that might help them in their military career. We should encourage the Mescalero students by continuing to offer the fire science classes. Are we allowing Tularosa high school students, as well as Mescalero students to take classes when they are in 11th and 12th grade just like we do Alamogordo High School?

Many.

New dual credit rules should increase the number of secondary students who take our classes in coming years. This will create increasing opportunities for collaboration in other educational aspects of the public schools. Should our work with NMSU-Las Cruces be viewed as one of “collaboration”? This might become important as increasing numbers of Las Cruces based students enroll in our online courses.

Partner with middle schools, parents and community entities.

Seamless transition for high school students to NMSU-A.

We could partner with businesses and industry to a greater degree. It is always amazing to hear people say “I didn’t even know you (NMSUA) were here.” Our marketing needs to address more community concerns.

Threats:

Old timer employees thinking we are like “base” – separate community.

Staff/faculty admin. too bogged down with workload to pursue opportunities.

Lack of tuition for dual credit courses provided to high school students.

We could get so involved in our own university highs and lows that we forget to appreciate our community friends.

Community lacks vision for change and for growth (excluding recent GO Bond passing).

Politician stance by President; people who choose to live in N.M. prefer a different lifestyle; we are not simple or stupid and will not support the college if we are talked down to or ignored.

Many of the best high school students are likely to exhaust the general education courses they can take with us before they graduate from high school. In coming years they are likely to attend 4-year institutions directly after high school graduation, that is, end their course-taking with us. Since we waive tuition for these students while in high school, our tuition revenues may begin to seriously decrease relative to the number of students enrolled.

Resistance to change.

Some members of the community do not support economic growth. Rumor mill.

The community lacks a vision of growth and is becoming a retirement community.

Continuous Quality Improvement

Strengths:

Most faculty and staff believe they engage in CQI imperatives.

We have always made our accreditation. We are always growing and building new buildings. We have implemented a lot of distance education classes this last year. Our FTE is the highest ever.

Strategic Plan. Noel-Levitz Survey for student feedback. Program Reviews.

Unclear.

The CQI/TQM language has not been used much at NMSU-A, mostly because NMSU-A is a PEAQ not an AQIP institution under the NCA-HLC framework. Most institutional staff believe they strive for continuous improvement in products and services.

Noel Levits survey provided feedback. Strategic plan. Program reviews. Self assessment by departments.

On the equipment side of the house it is strong.

The president's continued efforts to make changes despite much second guessing and uproar from faculty and/or staff.

Departmental Assessment. Noel-Levitz survey. Program Assessment.

We try to show a good image to the community etc.

We have a strategic plan, program reviews and the Noel-Levitz Survey to provide feedback.

Weaknesses:

Lack of knowledge and training about what the mean of CQI.

The trend towards distance education seems to be leaving our full-time instructors on the sidelines. Either they have to jump on board or stagnate. The salary debate for instructor salaries is getting very hold. I am tired of hearing about it. I am sure it is very important to them, but they should not bring it up in general meetings.

Funding & prioritizing needs. Areas that need Best Practices and/or employee professional development.

Unclear.

There has been no systematic exposure of NMSU-A faculty and staff to CQI philosophy and methodologies. There have been very few truly data-driven quality improvement efforts on campus. Most process changes are based on anecdotal evidence, "politics", or crisis.

Lack of participation in surveys.

Getting full-time instructor positions advertised in a timely fashion is lacking.

Those who undermine efforts toward change in a non-direct, underhanded way, versus being open about their opinions, and a view that everything is negotiable and that no one person has the final say (including the president).

Funding limitations.

I see that the signage is not consistent and could be better. There are some areas that need to be fixed, such as; The class schedules are not produced to be clear and easy to understand, The Reader Board does not fit into our corporate image, The signage needs some work to be consistent and easy to understand, Promotional materials need to have a continuity of look.

Regular supervisory training should be mandatory for all supervisors, no less than once each semester. Those who need supervisory training the most have been heard to say that the training they have received is a waste of their time. They get nothing from the training they receive, nor do they think they need any improvement.

Program reviews are a paperwork exercise and are not connected to reality and do not identify needs. Also lack of training due to lack of funding is a problem.

Opportunities:

Provides tools to enhance existing programs, improve our effectiveness in the teaching-learning process, foster a collaborative work environment, and tap the expertise of different colleges. Several industries are encouraging higher education to investigate the opportunities offered by CQI to shape total quality practices to improve higher education. Training and development processes to learn about CQI.

The new technology training building can become the biggest ticket in Alamogordo. This is something we have had the past in the Protech area, but it has not been promoted or kept up. We used to have Hotel Management, Welding, Secretarial training to name a few. Except for the Nursing Department, Protech seems to be mostly Art classes anymore.

Unclear.

There are many opportunities to implement CQI methods.

Start the graduate surveys again. If we could make these surveys, program reviews, etc. more meaningful instead of just an exercise in paperwork.

To set forth departmental procedural guidelines which foster responsibility and quality, and to ensure that leadership on all levels is clear about conveying expectations. Also, leadership follow ups. Quality starts at the top.

External (off-campus) assessment of programs.

I would like to see the campus overall appearance be upgraded. We need to work together in order to have a consistent look for our Promotional materials and the architectural appearance.

Convince supervisors that they do need the training and that they should realize that self-improvement is important, regardless whether they think they need it or not. In a perfect world, they would realize they need it.

Ensure constant review. Also develop and maintain close ties with alumni and business groups who hire our graduates to get their feedback on the quality of our product (students).

Threats:

Continued focus on access without same focus on quality and achievement.

Don't let any in-house differences hurt the quality education we provide.

Important to address.

CQI methods are routinely misunderstood and misused at higher education institutions, mainly becoming a propaganda tool for administrators to use in discussions with business oriented constituents. Actual improvement is sacrificed to the rhetoric of continuous quality improvement.

Lack of funding for training and equipment!

When employees do not respect decisions with which they might not entirely agree. When directives from leadership/administrators at any level are ignored or refused by faculty or staff. This creates an atmosphere at odds with quality improvement efforts.

Lack of annual assessment.

Not doing very well.

Bad supervisors create bad morale.

Entrenched ideas about the needs of our campus/students. Also egocentric members of the campus community who place personal needs above those of the University.

Curriculum

Strengths:

It's there, it's the same ole, same ole, but we do have several strengths – generally curriculum is standard, not watered down prepares students to think critically.

Long tradition of providing transfer curricula. Movement into delivering courses online. General education core is becoming more equivalent.

Solid core classes – consistency in some areas.

We have a well-rounded curriculum and provide several 2-year degrees. We have a nursing program that has a waiting list. We have many good instructors that work hard to give students quality education.

Varied. Meets needs of community. Education and nursing excellent.

The NMSU curriculum is well established. NMSU-A faculty are very experienced teaching the existing curriculum. The general education core curriculum is becoming more “equivalent” (always avoid the use of “standardized”) across the state.

Very good.

We are constantly reviewing this area for improvement and growth.

We can offer professional training like no other college.

Course are always offered for degrees and there are many offered in the areas we need to offer.

Very diverse offerings.

Many programs dovetail directly with 4-year degrees. Diversity of classes/times and delivery formats.

Weaknesses:

Need pref(?) to sched. classes around degree plans. Need trades.

There are so many programs we could add, expand and bring us up to date with 21st century learning.

Lack of measurable assessment processes. Lack of innovation. No apparent philosophical base to the general education core. Process for measuring quality of online courses has not been defined or implemented.

Still very limited scheduling of many classes in our catalogue.

Some students have complained to me that classes are not always available that they need in the summer. When the schedule is printed up so early, the addendum may not get to all of the students that might take a class that has not been scheduled or thought about by the time the schedule has to be printed.

Driven by monies available and pet projects: distinct lack of support for the arts (music, theater, etc).

Very little innovation is taking place in the curriculum, other than moving it to an online setting. Some career-technical innovation is taking place, but much of that simply moves this institution to a level more competitive with national trends.

Need more vocational classes.

We need to keep up with the needs of the students and the community.

Class are being cancelled; course scheduling does not always reflect what is best for student access.

Trades.

Not always as responsive to the needs of the community as we could be. Consistency from one instructor to another teaching the same course is often lacking. Lack of communication from main campus regarding the curriculum as it affects pipeline courses. Also prereqs are deleted/changed by main campus without ever telling other campuses or consulting with us when the programs are ours.

Opportunities:

Update, update, update.

Expansion into vocational/technical and alternative energy. Dual credit. Vocational/technical education. Increasing on-site enrollment through program innovation.

Through core competencies assessment opportunity to assure quality in core classes.

Since so many students want to take distance education classes, we have increased our income received from tuition. We can use this for improvements needed on campus or for hiring more instructors.

Unlimited.

The online setting presents new possibilities for faculty who have taught the same curriculum for many years. The years of face-to-face experience are likely to also translate to the new environment, benefiting many students.

More trade skills Mechanical skills in the area are lacking.

New trades center.

Improve and maintain curricular standards between campuses. Increase diversity of courses and times that they are offered.

Threats:

Lack of staff.

Faculty doesn't like to change the status quo.

Not increasing on-site enrollment. Competition in the online arena. Continued focus by the state of providing funding on a growth model.

Lack of faculty to offer variety; attend to our catalogue.

We need to stop losing our full-time faculty and not just use all of the part-time faculty that we have been relying on. What's up with all the instructors leaving the Protech area.

Lack of planning; building for Tech. Ctr. but no equipment, staff, or faculty; real need? There are many carpenters, etc. out of work in this area already – we want to train more?

Online course quality control is urgently needed. Without meaningful assessment and evaluation of these courses, there is a large threat that students' bad experiences will translate rapidly into delegitimation of the institution.

Understaffed at all levels. Lack of curriculum offerings = less students = less \$.

Inconsistent and poor quality. Pricing.

Distance Education

Strengths:

Online courses have increases dramatically in last 2 years – fueling positive growth.

Training and development for faculty. Improved technology for the campus. More courses online has significantly increased enrollment and revenues.

Bachelors degree in Elementary Ed – upper division classes offered.

Many of our full-time instructors have also learned to teach online classes that reach out all over the world. This is a good advertisement for our campus, as well as a money making enterprise.

Reach broader range of students, particularly HAFB students and dependents, and rural students restricted by responsibilities, price of gas, etc.

Online enrollments have made increased revenues possible. Alamogordo students now have most courses available to them almost every semester that previously were offered only every other semester, or every other year.

Variety and opportunities.

Hugh enrollment increase.

Numerous course offerings have increased enrollment and student course selection options.

The ability to serve the needs of a greater population of students. To continue serving our students.

This is one area we are excelling in!

Is this about WebCT? If it is, it's great for improving enrollment numbers.

Many are offered.

Boosts enrollment.

Well developed online and in-class program/offerings. Numerous online courses.

Weaknesses:

How well trained are faculty, are students really learning as much as F2F, how outdated is WebCT?

Hardware and software for improved technology has been provided through grant funds. Lack of a technology plan. Quality of online courses has not been defined.

We can't only lean on distance education, because many students, especially those fresh out of high school need the in-class structure that a classroom and instructor provide.

Lack of supervision. Lack of student evaluation. Lack of course evaluation. Lack of faculty evaluation.

The quality of online course offerings is not yet assured.

Confusion about main campus tuition. Quality assurance. Some courses are available to students prior to the first day of class and some were late getting loaded.

Not known if quality is there yet.

Quality control and inconsistent course structuring for existing courses.

No face-to-face contact with students. IT Infrastructure. Relying on computers to be up and functioning. No Standards.

There are no qualifications for how the classes are taught. There are very few teachers who are getting evaluated on there WebCT classes. There is not enough training. WebCT is very old and does not lend it self to the use of modern technology.

Quality of on-line education as compared to on-site classes, better evaluations needed.

Instructor training in teaching online classes; if training is offered it is not offered at a time part time faculty can attend. Student are not always ready for this type of learning format or instructors do not place high expectations and standards for learning.

Distant and unengaged students and faculty.

Quality control. Placement testing is not available for online students – not programmed into Banner and campuses must agree on cutoff scores and prereqs. Online classes are often not up and running on the first day of classes.

Opportunities:

Train, train, train, update delivery methods.

Development of a campus technology plan. Allocating resources to support a campus technology plan. Implementing and using new technologies. Demand for online courses by students at Las Cruces.

Investigate more extended Bs through our campus.

We can reach more students and have a higher student number.

Appear unlimited – danger!

The demand for our online courses by Las Cruces based students seems almost inexhaustible.

To gather and evaluate statistics and compare to face-to-face classes and determine trends and needs. Placement tests online.

To increase quality through the use of on-line course evaluations and to work toward a basic course shell structure using a prescribed (minimum) WebCT tool group.

Set standards.

We need to make the teachers take an online class before we allow them to teach one. Need more training. We need to be kept up on new technology. Need a new source for WebCT type delivery.

Offer training to let online instructor know what is expected and how to set up a class that is interesting and effective.

Make money and offer classes to those who live in rural areas.

Expand program areas for face to face bachelor degree programs in Alamogordo. Evaluate statistics to improve what we already do.

Threats:

\$\$, training, new technology costs \$\$.

Increased competition from other colleges. Not keeping up with training and development. Not reallocating resources to support the online environment.

We should always be looking ahead and see what the next step in education will be. It took us longer to get on board with distance education than it should have.

No clear long-range plan. Offering classes online that are not suitable. Students not prepared (lack of time management, prerequisite, and/or technological skills) – high drop out and failure rate.

The increased enrollments through online courses may require some fundamental restructuring of personnel duties and reallocation of resources. We may be playing “catch up” with demand for many years. Then again, a change in NMSU rules may end most of the online course enrollments almost overnight.

Instructor's interaction with student. Growing too fast. Out grow current faculty, staff and resources. More competition from other schools. Inconsistencies in courses & instructors and quality assurance.

Local students are can go to school anywhere without leaving home. Low bid wins students. IT Infrastructure.

We could be pursuing too many online classes which could cause problems in the future.

Lack of interest in making sure instructors are trained to teach online or that students are prepared for online course.

Losing a sense of self as institution. Difficulty in assessing teaching. Tendency to go for quantity over quality. Technology issues.

Dona Ana and others are developing more online courses in an effort to cash in on a market we currently have. The IDEAL Program is a main campus effort to cash in on the dual credit opportunities, for instance.

Enrollment/Growth

Strengths:

Its obvious there is an increase in higher education. Enrollment is up, if money is an issue increase the per credit rate. Most payer sources are student loan associated so a slight increase is negligible to the student vs. revenue that is needed to maintain instructors within the system.

Growing.

To have increased enrollment as much as NMSU-A has in 2 years is a miracle. Kudos to faculty who put classes on line.

Record setting enrollments for 2007-08. Increased enrollment due to online course delivery.

Continued growth – upward trend in enrollment – student body now diversified to other locales.

Our enrollment has been growing steadily. We will have more money allotted to our campus because of the higher enrollment.

Great enrollment growth.

Limited pool of students.

Enrollment growth was record-setting for 2007-08. It appears to be continuing the record-setting pace for 2008-09.

Online classes have already increased enrollment. Variety of classes and delivery methods. More choices and opportunities for our students.

Excellent.

Serve more students. Generates revenue.

We have increased enrollment. Mainly due to online classes.

More enrollment equals more \$\$\$ for campus.

Lots of potential students if we could continue to make a presence within the local high schools and community. We have a great partnership with Grants campus.

Money.

Current enrollment is strong. Variety of classes and delivery methods is a strength.

Weaknesses:

Lack of funds for recruitment.

Not enough money to hire staff/faculty to take care of increase in students.

On-site enrollment has not increased. Funding model is based on enrollment increases. Growth in online course delivery is rapid, but assessment processes for the same have not been implemented.

Related services to online students.

NMSU will also take a bigger chunk out of our money.

Hope we have enough faculty and staff to cover growing enrollment.

Unprepared students, setting them up to fail.

Growth could all end very quickly, with a few rules changes by NMSU or NMHED.

Quality assurance and consistency.

Support staffing needed.

A high number of classes taught by part-time instructors, who while most often capable, many times lack the institutional connection that provides the support, tech training, information, etc. necessary for quality instruction. Also, inconsistent course offerings, limited course offerings in some content areas, and a lack of quality control for on-line classes. Needed support for growing number of developmental students.

Physical facility limitations. Lose.

Online classes need to be developed slowly and with quality and not quantity in mind.

Pool of qualified and effective part-time instructors in a small community like Alamogordo and the surrounding areas is limited.

We have a small local community, mostly retirees, and lots of satellite communities; we may not be taking optimum advantage or opportunities at HAFB.

Losing control.

Faculty and staff are stretched thin. Support systems and resources cannot support sustained growth.

Opportunities:

Interaction with alumni.

There are many opportunities to expand and grow but it does come back to money. Evaluate programs – get rid of ones that don't work, develop new ones.

Dual enrollment. Increasing non-traditional student population that attends NMSU-A. Potential pool of Las Cruces students for online general education courses.

Through online – creating a larger community of faculty, students.

Keep offering more classes. Always be listening to those instructors that have ideas on what new thing they might teach.

Careful!

The pool of potential students in Las Cruces seems to be very large. The limits are not yet in sight.

Military spouses may be getting tuition assistance. Maybe we could waive out of state tuition for our neighbors within X number of miles – like main campus does.

Focus on quality instruction on-line and in the class room, and more oversight of course offerings. Training/support for part-time faculty would be most beneficial. Create support office for growing number of developmental students.

Forces us to review where we are and what we are going.

Teachers need to take an online class before teaching an online class.

Revisit HAFB; get the word out to satellite communities – maybe have a representative/recruiter visit these areas – offer open forums, admission/registration/financial aid workshops.

Trades center.

Increase online offerings and advertising for military and dual credit students. Spousal military Tuition Assistance. Reciprocity agreements for White Sands, Fort Bliss and El Paso students. (If we are One University we should certainly enjoy the same reciprocity as the Las Cruces campus).

Threats:

NMSU is our greatest threat. They want our students not as transfers but out of high school as well as our military population.

More institutions entering the online course delivery model, especially community colleges with lower tuition. Not implementing appropriate assessment processes for online course delivery. Lack of adequate funding by the State to support dual enrollment. The number of high school graduates for the state of New Mexico will continue to decline.

Failure to upgrade technology, student services, to keep pace with online growth.

We still need to advertise. Our administration still needs to interact with the businesses in Alamogordo, because you never know when we will need to count on them for another G.O. bond or for help with other projects.

Funding based on enrollment a problem; funding based on graduation rates a problem, esp. if time limited; financial well being tied to HAFB (are there contingency plans in effect?) Enrollment has already decreased at HAFB and by dependents in town.

It could all end very quickly, with a few rules changes by NMSU or NMHED. Even if growth continues, it could strain our processes and systems to the breaking point.

Growing too fast. Lack of resources to support growth. Competition from other colleges.

Students who might not receive the quality education that they pay for and deserve. Students who are more aware might withdraw/give up all together and some of them might look for schools where growth and quality are equally important. As numbers increase and quality control does not keep pace, retention rates will reflect this fractional approach to higher education.

Growing pains during the initial period (lak of facility, staff, IT).

We shouldn't stretch ourselves too thin by offering too many online classes versus classroom classes.

Decrease in quality of education.

Encroachment of online classes from main campus and Dona Ana, who do not act as partners.

Understaffing inhibits these.

Competitors (Dona Ana and others) and lack of resources.

Faculty

Strengths:

Advise the Advisor – no one comes.

Committed caring faculty.

Strong commitment to students and to the community. Many years of teaching experience.

Noel-Levitz indicates quality of instruction excellent and faculty is knowledgeable. Faculty involved, engaged in campus activities.

I hear students all of the time telling me how a faculty member went out of his/her way to help them with an assignment. I also hear the students being enthused over something they have learned in a class. Our faculty are some of the best.

Most faculty are great.

Interested in building strong curriculum.

Committed, qualified, supportive of students and each other; good CAO; great HSSE Division Head.

NMSU-A faculty have a lot of experience. Faculty have responded quickly to the online course potential and are generally enthusiastic about results so far. Most are deeply committed to the institution and the community.

Dedicated, diverse and caring (for the most part) – Our faculty are not teaching for the money. And they are not hired because they are writing grants, or doing research (unlike the faculty at main campus) they are teaching.

Good People.

Strong for this level of education.

Many devoted faculty members just doing their jobs to the best of their ability with the students' best interest at heart.

We have very highly qualified faculty. Excellent credentials.

We have dedicated faculty with a vested interest in the programs and in NMSU-A in general.

Wonderful people who seem to care that our students are learning.

We have good teachers!

Most are proactive with online technology course development. Overall, faculty supports student learning and student activities.

Weaknesses:

Should schedule around degree plans. Need to interact with Advisors.

Faculty are too political. Focus on what you're getting paid to do.

Low percentage hold terminal degrees or possess educational or higher education experience outside the NMSU system. Lack of training and development in assessment processes. The same faculty serve on numerous committees. Some faculty are extremely negative and resistant to change. Poorly defined T&P procedures. Low salaries. Lack of commitment to reading the research or engaging in applied research.

Engagement of online faculty in campus affairs.

I am very tired of hearing about how faculty need an increase in salary. Of course they do, and so do all of the other employees on campus. The faculty aren't the only ones with low salaries.

Too many complaints from certain faculty. And some do not make good supervisors.

Limited pool.

The regular, full-time faculty are not paid enough for the amount of work they do. We're seeing an increasing turnover rate, and are likely to see additional signs of burnout and overwork in the future.

Poor pay for faculty makes it hard to attract a more diverse faculty.

Better communication skills.

Unprofessional and self-serving behavior on behalf of some faculty includes gossiping, bias/favoritism, lack of perspective-taking, and thoughtlessness.

The faculty are not satisfied with the administration from the president down. There is little clear communication between admin. And faculty. We have been lied to.

More and more part-time faculty are being hired who have regular jobs and cannot spend time on the NMSU-A campus other than to teach their classes. Although most are committed to their classes, their vested time and interest is limited.

They seem to worry about issues and problems they should not need to worry about. There is also a perception on my part that they have a lack of trust for the administration.

Not enough faculty. Some lack of respect between areas.

Many are too homegrown and have not taught outside the NMSU system. Negative attitudes permeate campus morale. Many lack understanding of other integral areas on campus.

Opportunities:

Hire more minorities and faculty who care about students.

Training at professional conferences outside the NMSU system. Faculty exchanges (both domestic and internationally). Marketing and believing the concept that education provides the means for getting out of the circle of poverty. Increase of online courses has made it possible to recruit many out-of-Alamogordo part-time faculty.

Try and keep the faculty that we have and hire back those full-time faculty positions that are vacant right now. Keep working on getting them a higher salary if that is what it will take.

Many, but we need to feel valued if we are to do our best.

The online environment has made it possible to recruit many part-time instructors otherwise unavailable.

Teaching online classes makes it possible to employ faculty from all over the U.S.

Professional development opportunities addressing professionalism in the work place and workplace personalities to help these individuals self-identify and grow emotionally and professionally. There is an opportunity here to more carefully approach the hiring/selection process of division heads, to ensure that they themselves are professional enough to identify and address these issues with faculty. The CAO also has an opportunity to set the tone for division heads and faculty by being objective and refraining from bias/favoritism.

Needs better administrative structure. Would like to see possibly a four-dean system, with administration working on the administrative work and teachers teaching.

To work with other areas of the campus to ensure student success and campus growth.

Respect who is here and hire more people.

More collaboration with on-campus constituencies.

Threats:

Salaries.

Reliance on professional development within the NMSU system and the Community College Roundup. Continuation of low faculty salaries. Constantly reinforcing that New Mexico is a “poor state” and not believing that education provides the means for getting out of the poverty cycle. Not hiring faculty from outside the region.

Too heavy ratio of online to full-time onsite could result in lack of consistency in curriculum and poor quality of instruction.

If the faculty keep on leaving at the rate that they have been leaving, it will be hard to replace them all.

Low salary (improving, esp. for part timers); poor upper leadership; unclear position in NMSU system.

The reputation for high-quality instruction may be damaged by too many inexperienced or ineffective part-timers teaching too many online courses too soon.

Because our faculty is teaching for the love of it and are dedicated to that, sometimes they have a hard time supporting the other departments in the bigger mission.

Potential for divisiveness, distrust, and a lack of respect for and between CAO, faculty and division heads; low morale.

Unsatisfied professors. Professor leaving for better paid jobs.

Low wages causing our faculty to leave, usually within a two year period.

Faculty is the heart of the institution – without faculty there is no NMSU-A.

Low pay allocations from HED/Legislature. Faculty would rather fight the system than work to improve it.

Finances and Funding

Strengths:

We'll see better funding in a few years.

Institution is fiscally sound and has been for a long time. Reserve is at 10%. Enrollment is on the rise. Passage of the GO Bond. Receipt of Title V monies.

Enrollment increase generates more funding.

We have a good manager in the Business Office right now. Tony is doing a great job.

Growth of enrollment also grows legislative funding. 10% reserve.

Few, and most appear to be out of our control.

State funding is reliable and predictable. The institution is fiscally sound, and has been for a long time.

GEO bond.

We need to compensate our faculty and staff more equitably. It should be an honor to work at NMSU Alamogordo.

Grants have really paid off and enrollment will increase funding in two years.

Grants, Scholarships. GO Bond. 10% reserve. Increased enrollment = increased funding.

We have more funds due to online classes. Need more money for increased faculty pay (full-time & part-time).

The President's office and the business office are working hard on this.

We are getting clearer information now.

Growth of enrollment. Grants and scholarships. Passage of the \$5 million GO Bond. Ten percent reserve. Dual credit regulations regarding payment.

Weaknesses:

SS lack of funds. We've purchased signs with GED. 16 computers with _____ funds.

Not enough to go around.

Low salaries for both faculty and staff. Belief system that you hire people "as cheap and possible". Lack of long-term planning for increasing salaries. Belief that if you just increase number of full-time employees, you will automatically get more work done. Constant rumor that institution is not or was not fiscally sound. The lack of understanding about increased funding provided to the institution by the Title V grant.

Transparency and clear explanation of funding processes.

Are we still in a budget crunch? Are we still needing to cut our budgets? When will we get to see the increase in students as an increase in our budgets?

Funds paid to NMSU.

Many; if grants are utilized, how to survive once the grant runs out must be planned in.

New sources of revenue are not being aggressively pursued. Grant monies are not always spent effectively.

Still recovering from the poor job our last business officer did. Are we actually receiving income from the "lease" of the book store and deli?

Not being able to access enrollment increase funding sooner.

Overhead cost (\$363,000). Lease monies go to Real Estate Office.

Can we keep up the FTE to hold the funds we should receive?

Underfunded.

The cost of the overhead transfer to Las Cruces campus.

Opportunities:

% funding should stay.

Grants!

Increased partnerships with business and industry. Expansion of the foundation. Implementation of 3- to 5-year plans for increasing salaries. Pursuing increase in the mil levy that includes Alamogordo and the surrounding districts during AY 2010 to support decreased tuition and higher salaries. Pursuit of more grant opportunities.

Use the money wisely.

Keeping community support. More grant funding. Prioritizing expenses and eliminating waste.

Unclear.

There are many grant opportunities that are going unexplored.

More grants. Prioritize expenses.

Maintain enrollment growth. Recycling Center may help generate money.

Need more state funds to pay our faculty.

Numerous if the state would give us support and we had someone who knew how to work with a budget.

Write more grants. Maintain enrollment growth. Maintain community support. Recycle.

Threats:

Utilities, soaring prices.

Low salaries for both faculty and staff. Belief system that you hire people “as cheap and possible”. Lack of long-term planning for increasing salaries. Belief that if you just increase number of full-time employees, you will automatically get more work done. Any decrease in state funding levels.

Continued unrest & dissatisfaction from faculty concerning salary.

The squeaky wheel always gets oiled first, and all the complaints about salary increases or budget increase may get the first attention. But there are always other deserving departments that need increases in budget, and they may be overlooked.

Losing community support.

Enrollment driven.

Any decrease in state funding levels would be devastating.

The percentage of money we must pay main campus. Some departments seem to be spending more than their budgets and more than their share.

Waste (multiple people traveling to same location in 3 different vehicles). Managers MUST learn to live within their budgets.

If no raises faculty will leave.

Numerous – faculty and staff leaving – programs falling apart – student dissatisfaction.

Not prioritizing expenses. Waste. Policies made in a vacuum without consulting with or notifying others on campus (ie: decision to charge for only the first 9 credits taken in summer sessions).

Food Services/Deli and Bookstore

Strengths:

Hosp. - good choices – variety.

Deli better now under new management, cleaner facilities, nice employees. Bookstore – money maker but for NMSU.

Personnel are customer friendly. Contract with Gerald Champion for deli. Low cost of food.

Some improvement here – slightly better hours and selection.

I am glad that our deli was given to the highest bidder, but why did we give NMSU the rights to put the deli out to bid. Could we not have put it out to bid ourselves? For many years the deli

was a problem – with the staff and also with losing money. I am glad that the hospital is running the deli. It is a lot less of a burden for our campus. The Bookstore was always supposedly making the campus money. So why did it go to NMSU also?

Deli good hours for serving campus; acceptable variety of food.

Improved food. Improved attitude of staff.

We have on-campus food services, and an on-campus bookstore. Personnel are all very helpful and hard-working, trying their best to provide high quality service and products.

Better food and cleaner.

I appreciate having the deli open, especially when I have groups on campus during the lunch hour. The deli is always easy to work with. The bookstore is necessary for a campus to function. We need a bookstore.

Both these areas have improved greatly.

Serves our students and employees. Items are readily available. Physical location. Generates revenue (lease money).

Deli is a little better than it was!

Good food at the Deli. Good personal service in the bookstore.

Offers a variety of products; staff is great.

Location.

Physical location. Generates revenue(?).

Weaknesses:

Not open for staff during sp. Break.

Deli has limited food choices. Bookstore often screws up textbook orders – students suffer.

More hot food needed at Deli. ATM machine – need a new one. Pepsi contract and lack of service.

Need more hot food (a grill!)

The bookstore staff may lose their jobs.

Possible lack of control over decisions because under Las Cruces management.

Lack of vegetarian choices. Books not available for required classes (enough, on time, correct edition).

The small size of these operations limits the variety of products they can offer. We no longer control the management of these enterprises.

Lack of early communactions.

No control. Less flexibility to adjust quickly. Operational costs.

Food choices are poor.

Concerned about the service we will receive if management of the bookstore goes to a private sector.

Prices of books are high; deli open only when students are on campus.

Lack off diverse offerings (deli) – not ordering enough textbooks (bookstore).

Lack of control of decisions due to lease. Less flexibility to adjust schedules etc.

Opportunities:

Get town to come to Bistro.

Fix the above.

New Coke contract.

I don't see any opportunities for our campus in this area.

Review all options/choices: choosing either local management or leased space with corporate bookstore management.

Unclear.

Expanded offerings to accompany expanded enrollment, but not if the enrollment comes about primarily through online course enrollments.

Better product (Deli).

Need more make your own taco days! Or more make your own barbecue.

Determine the busiest time the Deli is busy during our "down times," and open only during those hours.

?

Do not renew lease.

Threats:

Bookstore may be sold.

Gerald Champion not renewing contract. Contracts viewed as not profitable an discontinued.

If not improved will "force" students off campus.

I have also heard it mentioned that we could put out maintenance and cleaning services out to bid. What about all of those loyal employees? Where does it all end?

Enrollment decreases; quality of service decreases.

Difficult service to maintain and be profitable.

These enterprises may be deemed unprofitable or not profitable enough and will be discontinued.

Increased Prices.

Not enough support from faculty could cause the new vendor to leave!

Costs of products in the bookstore may rise higher than they already have.

Main campus has a lame idea to contract out the bookstore.

Lack of campus support.

Foundation

Strengths:

Been in existence for several years.

I won't say anything about this because it does not say Alamogordo Foundation, so I may be talking about the wrong thing.

Wonderful to have Foundation involved more with NMSU-A.

Unclear.

Recent changes have the potential to make the Foundation a meaningful contributor to the long term vitality of the institution. Stronger community connections can be encouraged and developed.

There has been a more active participation from this area recently.

Provides an vehicle to sponsor scholarships.

?

Weaknesses:

Hard to figure out how to donate.

Inactive members of the Board. Lack of an updated investment policy. Name. Unknown entity to the community. Lack of understanding by some NMSU-A faculty and staff and the NMSU campus that the Alamogordo Foundation is its own 501(C)3.

Perhaps lack of leadership or vision or creative solutions.

Unclear.

It will be difficult for the Foundation to develop the financial resources to accomplish many of the typical goals such an organization is designed to achieve.

Lack of money. Little advertising and awareness of Foundation.

Lack of involvement/management by the community.

Opportunities:

Should be aware of what it does. More active with alumni.

Increased membership to the Board. Implement a new investment policy. Develop a culture of “give or get”. Opportunity to increase endowment and involvement with the campus in fund raising. Potential for stronger community relationships.

To think small. Alamogordo is a small, economically disadvantaged community; therefore, a lot of small fund opportunities might translate into substantial gains.

Many?

There is a lot of fresh energy going into the Foundation now, with potentially big returns in the long run.

The foundation could be more visible. Barbara McDonald does a good job.

Huge.

Campus and community members can contribute. Great investments can produce great scholarships.

Threats:

Not aware it exists.

Lack of innovation. Lack of support by the faculty and staff.

Not thinking creatively.

Unclear.

The Foundation may run into the fact of the area’s limited potential to develop fundraising. Discouraging results over the next few years could bring further attempts to a standstill.

Poor investments. Lack of interest.

Governance (ex. Board of Regents, NMSU, Advisory Board)

Strengths:

Increased involvement of the advisory board.

Advisory Board is engaged, interested in our affairs (other bodies – not enough knowledge).

We do have a voice in the Board of Regents with Cheri Jimeno, and we appreciate her representing us. NMSU is a big topic. Every campus needs an Advisory Board.

Advisory Board appears very supportive.

Unclear.

The variety of oversight boards assures that the Alamogordo campus is meeting the needs of a broad array of constituents.

I don't know enough about this to comment.

Experience and financial support.

Advisory Board is very supportive.

Weaknesses:

Lack of community college representative on the Board of Regents – all current members are representatives of NMSU. HR and BANNER are controlled by NMSU. Lack of line item analysis of how institutional support monies that community colleges must pay Las Cruces is determined or used. HR at the Las Cruces campus is cumbersome, slow and subject to rapid turnover. Reporting structure of community college presidents – this office should report to the NMSU President, not the Provost.

NMSU does not have a community college mentality and they may not always be making decisions in our best interest.

NMSU understanding the community college's need for autonomy in some areas – especially in relationship to meeting our mission.

Unclear, too far removed from our reality?

The Alamogordo campus of NMSU is not the primary responsibility of any of these boards or administrative oversight agencies. It is very easy for these agencies to sacrifice NMSU-A to the political or administrative needs of the larger organizations that are their principal concerns.

Lack of awareness of our institution and not caring about us. Las Cruces campus is not very supportive.

Regents are not selected from the Alamogordo, Carlsbad, Grants area—all are from the Las Cruces area or have Las Cruces ties so the community colleges get no representation. Board of Regents are unfamiliar with community colleges. Greed on the part of the Las Cruces campus as evidenced by the amount of transfer required.

Opportunities:

BANNER is a decentralized piece of software – train and develop community college personnel to implement and make immediate changes particularly in the areas of HR, IT and Registrar. Expand relationships with these agencies to protect the long-term viability of NMSU-A.

With Dr. Jimeno as our representative in these areas, we know our point will be heard.

Allow county residents to register first for online classes (for ex., of 24 students in my online class, 4 are from Alamogordo). Other students here would like to have taken this class.

Good relations with these agencies helps protect the long term viability of NMSU-A.

Improved communication. Improved money flow.

Break away from the Las Cruces campus system and unite with other branch campuses to form an independent college.

Threats:

Lack of understanding of members of the BOR of the community colleges and the purpose of two-year education. Belief that the concept of “One University” means total centralized control by Las Cruces. Defining BANNER as a centralized system. Not using expertise of other BANNER systems (outside the State of New Mexico) and sending IT personnel to training systems outside the NMSU system.

NMSU has so many of their own problem with staff, and lawsuits, and various other things. For one example, many people are up in arms about NMSU disbanding some of the agriculture programs. How can they really care about us over in Alamogordo except for the revenue we generate for them? We are not really one university.

Lack of work-arounds to solve issues of import to community college but impeded by university policies.

If community college is supposed to be serving the needs of our community, we need more input and ability to do so.

NMSU-A’s interests can easily be sacrificed to those of larger organizations. NMSU-A can be dragged into controversies that have their origins in outside conflicts.

Big Brother is always a threat!

Overbearing funding requirements from the Las Cruces campus.

Human Resources (Policies/Benefits/Services)

Strengths:

Good benefit packages.

Hmm...?

We have good benefits.

Good working relationship with B. Garcia.

Excellent Benefits.

Addition of vision insurance. BCBS covers good portion of hearing aid cost.

NMSU and state of New Mexico policies and rules provide somewhat “neutral” guidelines and oversight for NMSU-A. The large NMSU “pool” of personnel improves institutional “purchasing power” to help keep some costs relatively low (e.g., benefits).

Good.

NMSU-A OK.

Benefits package.

Staff is very accommodating and cooperative. Returns calls.

We have them.

Great benefits/retirement packages.

Weaknesses:

Slow – doesn’t know answers – sends to LC.

Staff usually refers employees to LC.

Basing salaries for new hires on the average of compressed salaries (especially for the community colleges). Appears NMSU HR staff are not well trained and subject to rapid turnover. Extremely centralized system – seems policies are often implemented and enforced by non-exempt personnel.

Difficult to get answers information. No benefits for part-time faculty.

They are expensive.

Perhaps lack of comprehensive HR services on NMSU-A campus. NMSU understaffing causes many delays in getting our campus requests processed.

Cost. Need training to understand.

It doesn’t seem that the NMSU Human Resources staff are especially competent. Policies and rules are not equitably enforced, and processing of paperwork is extremely slow and cumbersome, unless a senior administrator intervenes. It is one of the primary examples of the ineffective bureaucracy characteristic of so much of NMSU. One results of the ineffectiveness of HR processes and personnel is that an institutional culture of “grievance” has become the NMSU norm. On the NMSU-A campus there are only two people who deal with human resources procedures on a daily basis. It is not always clear whether problems with H.R. originate on the Alamogordo campus or in Las Cruces.

NMSU HR department needs a major overhaul.

Wishy Washy (5 different people, 5 different answers). Slow/poor response time. Policy Manual is incomplete. No cross training.

Need better benefits for full-time and part-time faculty. It's hard enough to work for low pay but the benefits are not very good either. Many other colleges offer better benefits.

Often out of the office with no back up available.

Need a person trained/degreed in Human Resources; need our own manager to make those decisions that can be made at our level; Need backups for those persons already in this area.

They are not that great – better benefits needed. The free class benefit is a joke – it is very hard to navigate that process.

Slow service/response time. Comprehensive services not available on our campus. Inexperienced staff in LC and at branch campuses. No cross-training on our campus which often results in lack of office hours due to no coverage.

Opportunities:

Bring in an experience HR Director from outside the NMSU system to totally revamp HR services.

Provide strong clerical support to both personnel specialists that might allow those positions more time on urgent tasks. Cross-training our current two personnel specialists would be a convenience when one of them is gone, but it is not a solution to getting the processing completed more timely. More comprehensive training for HR positions to allow us decision-making without going to L.C.

Many, but complex.

A new policy manual might clarify some of the human resources confusions of the past, but the major problems seem to be H.R. personnel in Las Cruces.

Locally – combine all HR functions under one department. Professional guidance. Cross train.

Need to give part-time faculty free classes for teaching part-time! Healthcare could be paid for employees or at a higher percentage and spouse could be lowered.

To build the Human Resources department to meet Alamogordo campus employee needs.

Retain faculty through improved benefits.

Combine the faculty/staff functions in one local HR office where both are cross-trained and where we can have continuous coverage at the AL campus.

Threats:

Maintaining the status quo and continuing the “promoting from within” for HR.

Our monthly payments for our benefits may continue to rise.

Having to get L.C. approvals on hiring personnel for what our campus needs results in delays that are completely unnecessary.

Lack of staff.

Human Resources management in Las Cruces will continue to be ineffective. The overriding concern with “risk management” will continue, resulting in avoidance of decisions and capitulation to the subtle coercion of the “grievance filing” threat.

Value money over what is right or wrong. I.e. will settle because it is cheaper than going to court. Lack of guidance.

Loss of professors! Better benefits offered at other colleges!

Main campus and its inability to relinquish some control.

People going elsewhere.

Union.

Infrastructure (Buildings, Structures, Grounds)

Strengths:

Layout is attractive.

Buildings and grounds are well kept. Location of the campus is beautiful. Strong relationship of PPD with the Las Cruces campus. Passage of GO Bond.

Has improved through upgrades – more attractive some places. New ASC helpful to students.

Mary and her helpers do a good job tending our grounds. Ray, Billy and Larry did a good job with the renovation of the buildings in the patio area last summer.

Room to expand with so much unused acreage.

Landscaping lovely.

The buildings and grounds are generally well kept. The site location’s access and scenic value are excellent. Most visitors have a very positive first impression of the campus because of its architectural features and pleasant landscaping.

The revitalization of office and classroom space makes a difference to me, and I imagine to most students and faculty. I believe that you are most comfortable when you are in clean, attractive surroundings. I believe that you can be held back by drab, dirty, dingy surroundings.

In fairly good shape. Physical plant is very helpful.

A beautifully situated campus with a nice layout overall!

Well maintained buildings. Well used, always something going on. Meets educational needs from the most part.

Non-exempt staff maintaining the premises does an excellent job and are friendly and cooperative.

Updated technology in classrooms; upkeep of buildings and grounds are excellent.

Great facilities staff!

Grant and GO Bond funding. Room to expand. Well-maintained buildings.

Weaknesses:

A/C – heat in SS. 85°-64°.

It all cost money to keep things repaired. Some buildings have really been neglected. Offices need painting in SS, ProTech.

Revenue for building maintenance and repair. Revenue for moving towards a “green” campus.

Still have areas that are not attractive, and under used.

Some of our buildings are getting older and need improvements.

Some buildings are obviously old, but understandably renovations take time.

Older buildings with inadequate mechanical & electrical capabilities.

Poor heating/cooling systems.

Building renovations are an increasing concern and cost. New buildings will create additional maintenance and staffing challenges.

Aesthetic value is low. Example, when I moved into my office it had (and still has) maybe 40 holes from pins and nails. When I asked for consideration toward painting, I was told it didn't need paint. Many administrative offices were painted, even though they were not in such poor condition (Plant Operations had no choice here), yet my request was denied based on the low value of appearance/aesthetics.

Location on side of mountain. Older buildings with outdated electrical and mechanical capacities. Carpeting, tile, etc. needs replacement. Costly to repair.

The buildings are getting very old and need to be rebuilt and not refurbished! The interior of some buildings has been water damaged so badly that they need complete rebuilding!

Lack of classroom space; inconsistent heating and cooling.

Run down in some areas.

Location on the side of a mountain causes erosion/flooding concerns.

Opportunities:

Moving towards a “green” campus. Implementation of a Trades Center to increase on-site enrollment, meet the needs of the community and expand curricula.

Use the extra money to improve other buildings.

Many.

If the new buildings meet LEED standards, or are “green” in other ways, and the older buildings and landscaping can be retrofitted or adapted to be more environmentally responsible, the institution can become a pace-setter for the community. If additional academic programs can be started or modified to take advantage of the current concerns with the environment and energy, the institution may be able to meet new market and community demands.

To improve our campus appearance by fixing what’s broken, cleaning what’s dirty, and replacing what is antiquated. To acknowledge reasonable requests for inexpensive maintenance procedures that will enhance the campus.

Renovate and modernize look and feel. Update electrical capacity to better handle high technology requirements. Update mechanical to newer units. Reevaluate uses of each facility.

Find money to rebuild before building new building!

Always could be better.

Expansion of facilities as trades programming is acquired.

Threats:

Not updated – looks like 60’s.

Need more staff. Staff (not all) seem to have a condescending attitude to staff/faculty who ask for something to be done. Cars are not maintained very well. Can’t they be washed?

Aging infrastructure. Lack of commitment by the legislature to provide revenues to maintain existing structures.

Funding cuts; too many issues arising at once to handle in one fiscal year.

Lack of funds to maintain.

Aging infrastructure is likely to become increasingly costly to repair. Failure to anticipate rapidly increasing energy costs could hamper future financial flexibility.

None really, just a run down kind of look to the campus overall.

Lack of funding.

Students do not like to be in run down classrooms.

Lack of funding. Cost of upkeep and utilities.

Internal Organizational Structure (ex. Reporting Structures, Committees)

Strengths:

Long history of shared governance. Involvement of faculty and staff in decision-making processes.

Dedicated committee members.

We have several committees.

Unclear.

There has been a long history of shared governance at the institution. Involvement by faculty and staff in decision-making has created a community of common interest among the employees, and a strong expectation that their views will be taken seriously.

Not top heavy.

Lots of committees addressing lots of things.

Faculty driven in many ways.

Minutes of major Councils and committees on the G Drive available to all. Assessability of President and others to the campus. Adequate but not excessive administration.

Weaknesses:

Lack of sharing of information.

Some committees never meet.

Some committees are not functioning properly. Lack of innovation and openness to any type of change. Lack of understanding about what the concept of shared governance really means. Decisions made by committee rather than individuals. Inability of individuals to accept responsibility for their decisions.

Too long of meetings on some committees. Same people on committees. Hard to schedule meetings, some don't meet.

Some of the same things are covered in similar committees.

Odd position titles do not align with usual and recognizable post-education structure. Example: Division Head. This title seems more appropriate for corporate environment.

Unclear, even to those involved.

Recent turnover in senior administrators has resulted in a great deal of inexperience in institutional management across the campus. Many committees do not seem to be functioning very effectively, if at all. Lines of authority and responsibility are not always clear, and many concerns and needs have dropped through the cracks for a couple of years.

The loss of joint council has had a negative impact on this institution.

All committees have same membership (all Div Heads, CAO, etc.)

There is still way too much committee work for all of the faculty. Some professors do a lot and some do nothing. We need to have administrators to handle more of the reporting and committee work.

No communication when scheduling meeting – overlaps/divas; faculty and staff stretched too thin to fill committee slots; no follow through; no measurements of decisions.

Recent restructure of committees has left us with a communication void. Division heads should be evaluated yearly.

Some committees need to be re-energized or done away with.

Opportunities:

Campus – newsletter and updates on meeting.

The silent majority becomes more involved. Change viewed as a positive force rather than a negative force.

To re-name those positions with terms more for post-secondary education. Example: Dean of _____.

Many.

Most faculty and staff seem very receptive to the possibility of institutional restructuring, however, they are rightly skeptical of schemes that are not fully thought out. The door remains open for doing things differently, but alternatives must convincingly prove they will be better than the status quo.

Align committee structure with assessment process.

Need to restructure administration to add more deans or management!

Involve more part time faculty.

Improve committee structure. Improve communication and evaluation process.

Align committees with assessment process.

Threats:

Continuing to focus on the past rather than looking to the future.

Poor organization. Makes routine business hard to accomplish.

Don't let one person do all of the talking in the committees. When you see the same person's name over and over in the minutes, you wonder if anyone else is allowed to give an opinion.

Same few doing all the work – burnout.

The campus has been adrift for more than a year now, without a clear direction. It is not clear how or if decisions will be made in an efficient and effective manner. It is not clear that good arguments made through approved channels will be given any more weight than personal pleas and the persuasive powers of “favorites”.

Personalizing issues.

Disgruntled employees. Divisions being run poorly and nothing being done about it.

Lack of communication among committees and Councils.

Leadership/Administration

Strengths:

It's good to see the leadership involved in the community. There are no perfect leaders, just leaders who strive for perfection. Keep up a strong presence in the community.

Community emails with problems.

Cheri understands presenting the best side – she is very public.

New administrative leadership from outside the system. New ideas and processes.

Some talented people with good experience.

We have a good administration. Even though there are personality differences, everyone seems to be adapting.

Great to have strong leadership.

Obvious that all concerned want our school and our students to be successful. Open Forum very good idea.

Unclear; CAO still on board in spite of difficulties; CFO hanging in there; Division Heads attempting to fit in, in new regime.

A variety of different perspectives now compete within the institution. Faculty and staff seem to be genuinely open to possibilities for new ways of doing things, including changing policies and long-standing habits.

Good.

The president has been seriously looking at areas needing improvement and trying to make changes.

President's willingness to tackle issues, and to work cooperatively while still remaining in charge.

President.

The President is trying to make things better but we have so many issues to deal with at this time it may not get the attention it needs. We need to give our President more time to help restructure the campus.

President seems to be proactive; is working hard to solve inherited headaches.

The potential is there is given the opportunity.

Some new ideas.

Willing and qualified staff.

Weaknesses:

Needs to listen to experienced campus members. Should not be Cheri's way or hi-way.

Admin. sometimes seem in it for themselves, at times are arrogant and unapproachable. They're getting paid 3X more than others, why can't I talk to them if I have a problem. I have never seen such disrespect here before from 2 of the current Division heads (not Hill). Both are so rude and condescending and demeaning to staff and employees. Their behavior and lack of disrespect would be condemned in real world of work.

Belief system by some that only internal candidates should become administrators. High turnover of CEO/President – 7 different CEOs during the last ten years. High resistance to change by some faculty and staff.

Poor communication. Some conflicts between administrators. Lack of true collaboration on some decisions.

It looks like to me that some people are being given positions that they don't deserve. If some people are chosen to be a "dean", they should not be chosen just because they are always brown-nosing. Do they really have the qualifications? Do they get along with everyone well and treat their staff with respect?

Perhaps not understanding the impact of not being on campus at key times in the semester.

Lack of consistency; personal and hidden agendas; lack of support from Las Cruces administration, the state legislature and citizens?

Competing perspectives in the institution may result in conflict rather than creative solutions. This seems to be the dominant theme after one year of the current administrative arrangement. Most faculty and staff seem to lack confidence in current administrative leadership across the board.

We are missing a clear communication from administration to the direction the institution is going.

(Same input as with Campus Climate since those in leadership positions largely set the tone for the climate). When anyone in a leadership position engages in unprofessional, negative behavior. Examples include gossiping, bias/favoritism, jumping to conclusions without

evidence, difficulties with perspective taking, inability to work well with others, lack of follow through, not taking responsibility for their actions and decisions, and a general thoughtless and/or self-righteous approach to their work, while being covertly critical of others.

Lack of honest communication. Administrators need to be on campus during their “key times”. For instance, CSSO and BO Manager should be on campus and available during first week of registration to respond to crisis. Adequate support staff to respond to student needs, seek advisement, receive financial aid, pay bills and have questions addressed.

Things are not getting done on time and the faculty are suffering for it. We need a better system for administration so teachers can teach and not have so much committee work.

CAO is often out; paperwork bogs down in that area. A particular division head is severely lacking in leadership and communication skills to the point of not having any.

Most faculty, in my opinion, do not know what it is like to work for a “good” CEO/President – they are use to complaining and having nothing done. The leadership needs to come right out and say what is going on – don’t beat around the bush when answering questions or concerns. More people will appreciate an honest answer over one that sounds like a cover up.

There is no leadership on any level at this institution. Unawareness of current structure. Lack of respect for the faculty and work load.

Lack of understanding by some of the need to communicate and discuss ideas/policies with all before decision are made. Lack of honest communication. Lack of understanding by some of the requirement to be on campus at key times in the academic year. Personal friendships among staff which interfere with policy making. Different work standards that seem to be accepted/expected for different administrators.

Opportunities:

Hire more personable leaders who are dynamic and concerned in future. Get rid of anyone who can’t treat employees with some degree of respect.

Development of a strong leadership team. Bring in more expertise from outside the NMSU system.

A lot could be done to make this a great university if everyone works together and the right people are in the places of authority.

Many; we need to be able to trust that our President is doing her best for us while allowing us to do our best for the students.

The deep pool of knowledge held by longtime faculty and staff is a major resource that administrators can draw on. By combining staff knowledge gained from long experience with the multiple perspectives of the new administrators it might be possible to restructure the institution so that it becomes an example of the highest quality educational institution in New Mexico.

We have every opportunity to be the educational leader in Otero and Lincoln County. With the development of a consistent message, all of us can be proud to promote NMSU-A. There is very little competition in our area (ENMU-Ruidoso). Still, we must work hard to insure that every

citizen in the area views NMSU-A as the first and most logical place to go to receive short term training, certification, or a two-year degree.

Professional development opportunities for administrators, including division heads, which address workplace behavior, the destructive results of unprofessional leadership, and provides them with insight into positive leadership. Also, a more thoughtful and careful approach to the hiring/selection of those in leadership positions, and a closer look at the quality of leadership currently in place. All of these measures would contribute to improved productivity and a better climate and morale overall.

Administrators need to work together for the common goal. Each Administrator needs to understand and be held accountable for all aspects of their duties.

Since division heads spend more time working as administrators than as faculty, they should be evaluated by their faculty and staff rather than only being evaluated as faculty.

To use skills to put the campus back to where it was 10-12 years ago.

Walk around and see what is going on!

Work for the common goals.

Threats:

Lack of development of a strong leadership team. Low salaries effects pool of applicants. Continued high turnover of leadership.

Poor communication from leaders creates negative climate & mistrust – also slows down business – lack of collaboration results in lack of “buy in” on decisions.

If personality differences are allowed to dictate who is given responsibility and who is not, then that could cause more people to jump ship.

Perception that NMSU administration/organization lacks support for NMSU-A leadership/administration creates insecurity for all employees.

Authoritarian style not suited to this setting or group of employees.

Competition and bickering among administrators will continue, and staff will be increasingly forced to “take sides”. The institution will remain factionalized and fractured, remaining marginally effective at providing opportunities and services for students.

Setting the tone for an unproductive environment where mutual respect is almost non-existent. Low morale and low productivity in general seem to follow that. Perhaps alienating staff who continue to strive to be professional, even to the point of resignation.

Immaturity, lack of critical thinking and ability to see big picture. Personal friendships between administrator and employees interfere with doing business. Impossible to correct bad behavior of an employee if you have a personal relationship with them.

Bad supervisors affect morale and efficiency of operations.

Employees leaving. University being poorly run. Disorganization. Chaos.

Immaturity of critical thinking skills on the part of some senior staff. Personal relationships get in the way of working relationships.

Library Services

Strengths:

Size – study rooms.

Great employee, great resources – very helpful.

New Library Director is innovative and up-to-date. Positive resource for faculty, staff and members of the community. More open atmosphere.

Great librarian.

The library is a great place for students to gather. The staff work well together. The library director cares about the faculty, staff and students on campus.

Wonderful staff.

Director's leadership. Current director has improved all services.

Dan Kammer! Supportive staff.

The new library director has already implemented a lot of innovative ideas. The library seems to be an increasingly positive resource for students, faculty and community.

The library has done a wonderful job of making themselves and their facility available, as well as comfortable when we invite in the public for "Lunchtime Lectures" or when we need to borrow their computer classroom.

The new head of the library is doing an excellent job.

Supportive, helpful, and forthcoming.

Genuine effort to improve all services. Modernization of study areas and computerized areas.

Great library and staff! Things are changing for the better!

Very helpful, cooperative and resourceful staff.

I thin they do a great job!!!!

Accessible and well run.

Great leadership. Efforts to update and improve all services. Strong understanding of technological developments in the library science field.

Weaknesses:

Videos for fun.

Lack of budget resources.

May be under utilized. Librarian over taxed with other duties.

The building is not very large. The rug looks tacky.

AV studio out of date technology wise; it is difficult to deal with technology in the classroom being more advanced.

Budget constraints restrict the number of changes that can be introduced to the library. Budget also limits new acquisitions.

Lack of weekend hours.

Small.

Weekend hours.

Opportunities:

Authors to visit – open house with community.

Development of closer sharing of resources (both physical and mental) between libraries within the NMSU system. Development of new budgeting procedures within the system that allows for the library to have a fixed percentage of the I&G budget.

Faculty should make appointments to have orientations for their classes, no matter what the class is.

Many.

The conversion to electronic formats for accessing information potentially opens a large number of additional resources for students.

Keep up the good work!

Increase library stock.

More online resources.

Threats:

Dan overloaded.

Continued funding for libraries based on GO Bond funding.

Librarian will leave.

Unclear; the internet?

The Townsend library building has always been perched precariously over an arroyo. It has experienced structural problems before. What happens with the next big rainfall?

Internet access from home.

None.

More online resources. At home access.

Lobbying Efforts/Legislative and HED Support

Strengths:

Unknown.

Although this title suggests heavy state legislature involvement there might be some influence from the Congressional/Senate race outcomes...Situational Awareness would be appropriate (Head on a political swivel).

Long history of support by local legislators. Stronger relationship developing with NMSU lobbyists.

Good efforts and intentions. Knowledge that this is important.

We got the G.O. bond passed.

President has taken great strides in getting support from legislators and HED.

Unclear.

NMSU-A has a long history of support by local legislators and politicians. There is some effort by NMSU to include the interests of the Alamogordo campus in its lobbying activities. The HED gives roughly equivalent attention to the Alamogordo campus that it gives to the other middle sized, two-year institutions in New Mexico.

OK.

No comment!

?

Weaknesses:

Unknown.

Small number of local legislators. Otero County is mostly Republican – legislature and Governor are Democrats.

Need to do more in unified efforts.

It is a long way to Santa Fe. We can't be there all the time representing our university.

Unclear.

The Alamogordo campus tends to live in the lobbying shadows of the Las Cruces and Dona Ana campuses. The Republican legislators from Otero County will have only limited success in a Democratic Party controlled legislature and a Democratic Governor.

Not enough lobbying is done.

Lack of local representation on the BOR.

Opportunities:

Unknown.

Continued development of strong relationship with NMSU lobbyists and HED. Recent turnover of leadership at HED. Passing the State GO Bond in Otero County.

Unclear.

If the Alamogordo campus can combine its interests and requests with those of Las Cruces there is a much greater likelihood of success.

Endless – it's all about getting funded.

Local representation on BOR and at HED and Legislature.

Threats:

Unknown.

Not developing a strong liason with local legislators, NMSU lobbyists and HED.

Unclear.

Any Alamogordo campus "maverick" activity with respect to legislative or executive branch agencies is likely to have negative repercussions. This lesson was driven home during the tenure of Rodger Bates.

No say in Santa Fe.

Marketing

Strengths:

Generally a positive image of NMSU-A. NMSU brand is recognized. Increased enrollment. Partnership with Alamogordo News.

Somewhat scattered approach.

We do have Hope to handle our marketing.

Web site serves the campus very well in this area.

Unclear.

There seems to be a generally positive image of NMSU-Alamogordo in the community. The NMSU brand is well recognized in the area. The increases in enrollment mean we're doing something right, even if that is simply taking advantage of the NMSU Banner system.

A great web-site.

None!

Very nice personnel.

We have a good office which addresses all our marketing needs.

?

Great website.

Weaknesses:

\$ - doesn't energize campus.

Coordinator has not received directives from campus in years. Coordinator focuses on small details not the big picture. Coordinator difficult to work with.

Some happenings at the campus are not always published. Lack of innovation. Lack of funding.

Public Relations needs budget.

We need a larger budget for marketing.

Lacks post-secondary approach. High school seniors are not contacted early enough; waiting until the spring semester is too late.

Lack of support for student- and faculty-driven events; at times a disconnect between what marketing does and the real world.

If NMSU has negative publicity, then some of it trickles down to the Alamogordo campus. We don't have coordinated marketing effort for our individual programs. Limited budgets make aggressive marketing of individual programs difficult. Most of the marketing efforts for NMSU-A seem fragmented, not coordinated with the whole campus community.

I need more expertise and professional training in marketing, especially online marketing.

This is an area that needs restructuring.

To much kindergarten tactics, ie. "Have a whale of a good time", "Stop monkeying around", "You are toast".

As I mentioned previously the marketing of the campus is terrible! There is no consistency and there is not enough direction. I am very dissatisfied with our marketing!

Often what is produced by our marketing department is incorrect, such as misspellings on flyers/certificates, which does not reflect well on our institution.

This office needs more resources and staff. It is difficult do this job with just one person and minimum amount of funds.

Not enough staff. Not enough \$ allocated to do it properly.

Lack of professional, post-secondary approach. Seems to be a defensive posture rather than an exploration of new marketing techniques. On our campus, software in use is ancient and there is resistance to updating it.

Opportunities:

On radio interviews. More cheerleading needed. PIO – (?) helpful info to staff seminars.

Hire secretarial support. Call Coordinator to task. Retrain Coordinator, buy her some equipment that works. Update software.

Expand marketing base into new arenas. Continue to develop and use web page. Construction of new buildings should be used to market programs that will be housed.

To incorporate modern and appropriate marketing strategies for college needs at a professional level. Some focus should be made for marketing academic programs. Play to the strengths of a small, intimate campus that serves one-on-one needs, rather than a large university for freshman/sophomore years.

Many.

The construction of new buildings is a visible opportunity to market the programs they will house. Online course offerings have created new student markets.

Professional advertising that elevates our students to a “Higher Education” level rather than suggests they can only comprehend at a kindergarten level. Create a Marketing Committee that focuses on Professional advertising of academic classes.

I feel we need a marketing department that is more qualified to do the job. I see one good thing and then I see so many bad things that have been done. We need a marketing committee or a stronger review of what will be done and how it will be done for the future.

Provide this office with the equipment or money to produce first rate marketing material.

Advertise more and use more sophisticated visuals.

Update software for more efficient local and publication marketing efforts.

Threats:

Docs leaving without PIO approvals.

\$.

Continued focus on what happened ten-years ago.

We always think the average person in Alamogordo knows what is going on at our campus and appreciates us, but this is not the case. We need to get positive things out there about our campus – in the news, on billboards, and in community happenings.

Other schools using better marketing strategies.

Unclear.

Online enrollments may not be sustainable if most of the students stay for only one or two courses.

No up-to-date marketing strategies.

Main campus dictating how to conduct our marketing campaigns. We have a different audience to attract than they do.

Loss of enrollment.

Professionalism of competitors' marketing techniques. Lack of funding.

Parking

Strengths:

Expand off-street parking.

No school zone.

Adequate.

The number of parking spaces is very adequate.

Hmm...new parking across street.

We have ample parking if a person is willing to walk.

No parking fees.

New lots on Scenic.

There are enough parking spaces for current demand, and enrollment growth is currently being driven by online courses, which don't require any additional parking spaces.

Need upper parking lot redone and road to PT.

Parking is fine now, but I wonder how it will be once construction begins.

Ok.

Free. A lot close to each building.

Parking is OK.

Adequate parking area.

Lots of parking. Student do not have to walk a ½ mile or more to get to their classes.

Plenty.

Adequate and free parking.

Weaknesses:

Dark.

The parking lot behind PPD and Pro-Tech needs renovation. Lighting in the parking lots.

Remark spaces.

If a person has a problem walking long distances, but is not considered handicapped, they may not be able to walk from the library parking lot to the Science Center for a class if no parking is available in the SC.

Having enough parking spaces is and always has been a problem. And people who park across Scenic constantly run the risk of cars not stopping at the crosswalk.

No parking fees.

Restrictions not enforced.

The Faculty Office parking lot is in high demand because of its convenience to most classes, so it tends to have “illegal” parking during peak demand periods of the day. This creates potential “emergency access” issues that may be occurring because of the illegal parking. The new Allied Health wing of the Science building will increase parking space demand while eliminating some spaces in the construction area.

Not enough spaces near building entrances.

We should be looking for more space for parking. Some days we have no parking in our parking lot during the day.

Pro-tech parking area has loose stones and is causing accidents: people sliding on stones and falling, safety hazard.

Having to cross Scenic Drive – especially in the mornings and evenings when hospital workers are trying to get to work.

None.

Location of the parking—not adequate in some areas. No funding to provide cross walks over Scenic Drive from the parking lots across the street from the campus.

Opportunities:

Increase lighting in the parking lots. Work closely with the city to provide pedestrian lights across Scenic Drive.

It's nice to see that the City is working with us to solve the Scenic crosswalk problem, and possibly put a flashing light up.

Charge a parking fee. Designate student parking areas.

Unclear.

The Tays Center parking lot may have higher use once the Trades Center is complete. There is still a lot of land for further expansion of parking if needed.

Additional parking lots.

Add an additional crosswalk, or centralize the one we already have.

Threats:

The construction of new buildings will decrease the number of parking spaces. The need to park on the west side of Scenic Drive will increase pedestrian traffic across Scenic Drive.

New Allied Health Building will eliminate some.

We seem to have adequate parking, but don't use any of our parking lots for more buildings.

Additional costs to facilities department.

Unclear.

New buildings will eliminate available spaces for parking. Additional parking on the west side of Scenic is going to increase the likelihood of pedestrian accidents from students crossing Scenic to get to classes on the east side.

Very expensive.

Cars going too fast.

Personnel and Staff Morale

Strengths:

It appears the work ethic is there, but when too few are stretched too far the outcome is detrimental. Example; the nursing program. Good instructors attempting to do so much. What happens is the students get short changed in training and the quality of the program receives less than stellar comments. It boils down to staffing patterns and pay. Pay needs to be

increased to attract the best possible candidate for the position. Many faculty and staff are long-time members of the Alamogordo community.

Dedication and work ethic is strong in several areas.

We have a great staff on campus.

Mostly people I work with have great morale. Positive morale makes for a much better workplace.

Great majority of personnel seem conscientious about their work and treat co-workers with respect.

Improved with union representation.

Many of the staff and faculty are longtime members of the Alamogordo community and take pride in their contribution to the community through their service at NMSU-A.

For the most part we have a very dedicated faculty and staff.

Our office (Community Ed and ACAO) is very easy to work with. We all support one another, and that increases morale for us.

Please see Campus Climate, Faculty and Leadership/Administration.

The silent majority.

For the most part good.

Lots of get togethers/parties amongst the areas. Most know their duties and how to get done what needs to get done. Without our personnel and staff, the campus would fall apart.

People like each other here.

Silent majority.

Weaknesses:

Lack of pride.

In current climate where admin. and middle management have a general lack of respect for employees—What do you expect? Happy employees?? The past years have been the worst of my professional life. Workload has quadrupled and life at NMSU-A just is a job.

Low salaries for both faculty and staff. Lack of innovation and acceptance of change. Strong belief system that New Mexico is a poor state and will continue to be a poor state. Belief that state funding is the only way to provide funding for higher education.

Salary issues have contributed to poor moral among faculty – possibly staff also. Poor communication from administrators has diminished efficiency.

Supervisors are not well-trained in managing staff.

Of course, there are always a few who are negative and constantly complain. That brings the whole workplace down.

The bad behavior of some creates a difficult working environment year after year for too many employees. The choices seem to be: endure bad behavior or file a grievance or wait until the person retires/leaves. Most employees don't want to file anything; they just want someone to care enough to take their concerns seriously and not make excuses for personality types that use their gregarious natures or just plain bad attitudes to abuse colleagues. Another element of bad behavior can be categorized as manipulation – perhaps not hugely common but very devastating to morale.

Unclear to me.

There presently seems to be a sense of “drift” to the college, a lack of direction. Salaries are low across the board. If faculty salaries are adjusted to be more equitable, staff will be resentful unless comparable adjustments are made for them as well.

Lack of professional development due to lack of funding. The turn over we have had in the last few years in key positions has weakened the perceived security we have. Change is tuff and fear of what's to come compounds it.

Low, the salary issue has taken on a life of its own.

The vocal minority.

The personnel and staff morale seems to be down because of the faculty morale!

Pro-tech and facilities is not a good place as far as morale goes. People in both areas are constantly looking over their shoulders while they do their jobs.

Rumors and discontent among the staff that does not encourage teamwork and/or collaboration; perceptions that complaints and concerns are not addressed.

Low morale due to lack of respect by administration and poor pay/heavy work load.

Lack of funding for professional development. Low morale among faculty.

Opportunities:

Hire people who have more experience in PR, management, commitment to students, etc.

Embracing the belief system that higher education provides the vehicle for breaking the cycle of poverty. Using long-term planning to increase salaries.

To educate all employees (including faculty) that bad behavior will not be tolerated and provide mandatory training about civility and respect – something we see sadly lacking in society but have failed to expect of all employees on our campus.

Unknown to me.

The institution is in a growth period, which creates opportunities for innovation, personnel advancement, and greater pay.

Changes can be good.

Professional development.

Need to improve faculty environment in order to create a better atmosphere. We also need to get rid of certain staff who create a negative environment.

Provide opportunities for collaboration and honest communication. Have a campus wide appreciation bar-be-que to honor our personnel and staff.

Get us a raise!

New staff and faculty as a result of people leaving and retiring might help morale.

Threats:

Doesn't cheerlead outside of work – everyone recruits.

Continued dependence of state funding. Low salaries with result in higher turnover of good faculty and staff. Low salaries will result not being able to recruit high quality faculty and staff.

Shortage of staff in several areas may lead to greater inefficiency and delays in processing paperwork, etc.

Staff morale is not high.

Continuing as we are now, more bad behavior will be accepted; fewer people will find job satisfaction, and the comments across campus will continue: "some days, I just don't wan to be here because..."

Unknown to me.

Enrollment growth can simply mean more work for the same people without proportionate pay increases. This will drive employees away from the institution.

Divisions between faculty, administration and other departments. A lack of understanding and respect for each others mission.

Negative attitudes permeates campus morale.

Hurt feelings.

Without faculty and staff you have no institution.

Low morale communicated to students and the community.

Political Environment (ex. City, County, State)

Strengths:

As mentioned earlier—the city commission is very different than it was before the last election. The ¼ % GRT Economic Development tax will come under the city's prevue – OCEDC is contracted to the city to do ED activities. The way the city interacts with the Air Base is taking on a different tone. (Leadership styles???) C-50 and its activities will continue so there probably won't be any immediate fall out.

The county now has a new boss. The #2 guy who was doing a lot of the heavy lifting was in the running and didn't get chosen. This might cause a difference in the way things happen in that area...The County will be critical in the passage of the 1/8 % GRT for the Spaceport.

Passage of GO Bond.

I am running out of time to finish this, so I may skip over things I don't know much about, such as political environment.

Unclear.

The political environment seems supportive of higher education in New Mexico generally, and NMSU-A specifically.

Relationships with local school board, city personnel, BOR and State Representatives.

No Comment!

State support is a good thing.

Great relationship with the city, county and school board. Reasonably good relationship with the BOR.

Weaknesses:

Off beaten path.

Too many pro-Bush ex-military in this city.

Lack of faculty & staff involvement with the political scene. Lack of faculty and staff involvement in fundraising. Belief in the welfare (or K-12) concept that "the state will and should always provide for community colleges".

Can't speak to this except to say seems to be a lack of concern about educational priorities.

Unclear.

Alamogordo is a Republican area in what is now a predominantly Democratic Party controlled state. NMSU-A may not get a fair share of the state government's discretionary spending.

Not as well supported locally as we should be.

No direct representation from Alamogordo at the State level. Otero County's reputation of not being supportive of community endeavors.

Opportunities:

More active with HED.

More faculty and staff being politically active.

Unclear.

The recent bond election gave a lot of legitimacy to the institution.

Increase connections with city and county.

Joint project between the city and NMSUA with regard to Trade Center. Mutual interests of the city/county and NMSUA.

Threats:

Lack of \$\$.

Don't be a Democrat in Otero County – you'll be threatened, insulted, hurt.

Reduced state funding for NMSU-A. Lack of measurable criteria for showing student success. Belief system that higher education will not continue to be on the "radar screen" for political leaders.

Unclear.

Bad press, e.g. the Nursing program concerns, can turn the community against the college fairly quickly.

Monetary.

Funding. Risks associated with turning out poor products (students) for the area workforce.

Reputation

Strengths:

At present its sound. If the nursing program goes south, the reputation of the entire school will suffer.

We have a decent rep in community.

Caring institution. Good teaching faculty. Good developmental education.

Known for quality of several programs – education.

We have a fairly good reputation with the community.

I think of NMSU-A as having a wonderful reputation.

Now, very strong – as evidenced by the passing of the GO Bond.

Unclear.

The college generally seems to have a positive reputation in the community.

Good.

I believe that we are seen as “available” in our community. People believe that we are providing a solid foundation for future study as well as developing short courses that will increase employability now.

OK.

Have heard from students that they enjoy the casual atmosphere.

Passage of the GO Bond indicates Community approval.

I have not heard anything negative from the community, even after the nursing issue appeared in the paper.

Known as “Harvard on the Hill.” Known for excellent programs that attract interested students. Affordable.

Good as far as I know.

Statistics prove the strength of many programs (ie: high pass rate on the NCLEX exam). Evidenced by passage of the GO Bond.

Weaknesses:

Need community to be aware of facilities.

Things like recent Nursing situation really hurts us – we LOST students because of that.

Not viewed as an economic engine for the area. Some materials for the institution do not reflect a top-of-the-line institution. High turnover rate of leadership. Sometimes project image of PK-12 rather than higher education. Embrace image of poverty. Support status quo rather than being an agent of change.

Still a concept (myth) that we are “easier” in academic rigor.

We ask for too many handouts from businesses. We should not be always asking for freebies.

Some people still think negatively about us, mostly due to the article in the newspaper regarding the press conference held by the nursing students.

Seen as a continuation of high school rather than “college”.

Unclear.

NMSU-A seems to have a mixed reputation within the NMSU system and the state of New Mexico, especially among HED staff.

Have heard from a few students that they were not prepared for Las Cruces when they left here.

Perception: “Harvard on the Hill” only for the developmentally challenged. Perception is that we are not a “real college”. Direct result of our advertisement.

We took a very hard hit when Nursing tried to use the students to get raises for themselves. There is a lot of damage management that needs to be done to make NMSU-a look better in the public's eyes!

Reputation is a perception, therefore, naming a weakness is mostly what I hear from students – courses not offered when needed, instructors that are hard, or uncaring.

?

Lack of prestige (especially of that of a 4-year school). Lack of dorms.

Opportunities:

Trades - Bring more people.

Need consistent, positive PR.

Become an economic engine for the region. Continually create a positive image for NMSU-A. Increase salaries to the point where NMSU-A is seen as “the place to work”. Promote education as a means of getting out of the cycle of poverty.

The press conference may have had a negative connotation to begin with, but ended up on a positive note. Nursing students were told the truth, some students realized they had been given false information, and ties with the medical community have become stronger.

Better marketing and changing our own POV to understanding that post-secondary is an ALL ADULT environment.

Unclear.

Growing enrollments are looked on with envy by most other New Mexico institutions. New, dynamic programs potentially can further enhance NMSU-A's reputation.

We need to pursue Career and Technical Education in a comprehensive manner, considering federal and state-wide programming, as well as local wishes. We need a consistent message.

The implementation of ongoing assessment of instruction and student services to ensure quality and reputation.

Inform public through marketing that this is a post-secondary institution (adult environment).

?

Better marketing stressing the strength of our programs and the adult environment.

Threats:

Own staff thinks we still have bad reputation, ie Harvard on the Hill. I think this could be put to our advantage to have community view as something to be proud of not snob.

Not getting articles, messages, announcements to public in TIMELY manner.

Not viewed as an economic engine for the area. High turnover rate of leadership. Embrace image of poverty. Support status quo rather than being an agent of change.

Unclear.

If enrollments take a nosedive in the next two or three years, the college will be viewed as a "flash in the pan". If new programs associated with the "Trades Center" are not of high quality, the community may feel that they were suckered into higher taxes without a meaningful return on investment.

Talking to our potential customers like they are children. Violate the public trust by stating we will do something and do another.

?

Violating the public trust by not doing what we say we will do. Graduating students who cannot meet the demands of the workforce.

Responsiveness

Strengths:

Movement towards meeting community needs in vocational/technical education. Expansion of community education. Development of alternative energy curriculum. Expansion of online courses.

Trades Center was a community request. Dual Credit opportunities meet high school requests.

Unclear.

The college tends to respond quickly to community needs and concerns.

OK.

External/Las Cruces Campus responsiveness is high. I have had only positive experiences, including a short response time and complete responses.

Trades Center, classes offered, and dual credit classes are just a few examples.

Pretty good within the institution (except for the faculty salary issue).

Trade Center concept illustrates our responsiveness to community needs. Dual credit is a concept we developed which indicates responsiveness. Development of new programs to meet needs or be proactive in the community.

Weaknesses:

Takes long time to get curriculum approved. LC – takes forever.

We definitely are reactive not proactive.

Development of new curricula. Involvement with the Mescalero Nation. Disjointed approach to assessment. Lack of awareness and training in education issues across the nation. Lack of knowledge about international educational issues. HR processes are slow and cumbersome.

Administration should investigate any complaints about any supervisor by investigating their past. Staff at places they have worked at should be called and interviewed to see if this has happened before. If there is smoke, then there is fire somewhere. There is not a policy that says a supervisor is always right.

Not responding to schools (or community's) requests in timely manner. Promises not met.

Unclear.

Rapidity of response is sometimes at the price of appearing to pander to local busy bodies and self-important, frequently self-appointed, political gadflies. The college has not done well in responding to the area's need for economic development beyond its historic role of service community for a military base.

Internal responsiveness is lower. The turn around time seems significantly longer and the information requested is often fractional and must be re-requested. Frequently, information in the email or the accompanying attachment(s) is not read in its entirety and is asked for a second time. While rare, some individuals just don't respond at all.

Limited funds to develop new programs, etc.

Responsiveness from administration could be better regarding morale issues. If they are not aware of morale issues, then the blinders should be taken off and steps taken to make improvements.

If it has to do with Las Cruces campus response can be very slow.

Funding limits to develop and support new programs. Making promises simply to pacify and then not following through.

Opportunities:

New president should push awareness of campus – not be stepchild.

Development of new curricula. Increased involvement of the Mescalero Nation. Planned approach to assessment. Better understanding of domestic and international educational issues. More diverse faculty and staff.

Unclear.

New programs could help diversify the area economically.

To underscore the value of responsiveness in all communication. To treat any request with respect. This would include reading it in its entirety (if in written form), listening (if verbal), and responding within a reasonable amount of time.

Catering to new business needs.

Make an effort to better supervise the supervisors.

Improve communication in the NMSU system.

Could develop a Community Service program on campus to aid students and the community.

Threats:

Lack of diversity of faculty and staff. Lack of training and development in domestic and international education issues. Focus on maintaining status quo rather than being an agent of change. HR processes remain slow and cumbersome.

Unclear.

New programs may only perform at the same marginal level as that of most of the more longstanding programs. Institutional focus on meeting online course demand may come at the cost of failure to identify and address local program needs.

If the more diligent of the two (or more) parties does not follow up, the project/task is left undone or incomplete. I see this frequently, and no one claims responsibility in these instances. For those of us who feel responsible, we take the extra time to follow up with those who aren't responsive. It's frustrating and time consuming!

Not listening to the needs of the community. Federal funding (Financial Aid).

Nothing gets done!

Not listening. Lack of funding. Having community needs met by more aggressive competitors.

Staff (excluding faculty)

Strengths:

Sense of community.

Dedicated, hard working.

Good expertise in several areas – budget, financial aid.

We have a knowledgeable and friendly staff for the most part. Most of the staff stay for many years.

I enjoy working with most of the staff.

On the whole very dedicated to NMSU-A and our mission.

Dedicated.

Generally competent, able to meet new challenges. Staff are an Integral part of the wider Alamogordo community, so generally have a personal stake in the long-term success of the institution and good relations with the surrounding community.

Good.

OK.

Most have been in their jobs for many years and are very efficient.

Many devoted staff members just doing their job well.

Diverse. Experienced. Dedicated. Educated.

Dedicated staff.

Many have been here many years and know the workings of the campus. The staff usually works well together, and when there is dissent they at least work professionally together.

Most are helpful and work very hard.

Diversity. High level of experience and education.

Weaknesses:

Should share more among staff. Need more cohesive feeling.

Cynical jaded burnt out.

Low salaries. HR processes are slow and cumbersome. Some engage in “talking about rather than talking to” behavior. Not recognizing one’s personal burnout. Lack of meaningful merit system. Yearly assessment process being used is questionable.

Short staffed in CAO office.

Some of the staff don’t make a comparable salary, such as the maintenance and cleaning staff.

Unknown to me.

NMSU-A staff are not well paid in comparison to state or national standards, but these jobs are better than most other local opportunities.

Due to increased enrollment staff is being pressed to the limit.

Moral is low and some are leaving because of this.

As with faculty and leadership/administration, there are a few who are unprofessional and contribute to negative work climate and low productivity. These individuals have an “us versus them mentality” and spend too much time focusing on what can’t be done. In some cases, there is a lack of follow through on work tasks and a lack of responsibility, but I have seen this only

infrequently with staff. But, like with faculty and leadership, a few can really impact the environment negatively.

Turnover. Some don't feel valued. Don't want to work hard.

Again, issues of morale.

Fear of speaking aloud when there is an issue or concern – and if these issues or concerns are shared, nothing is done to address or correct the issue/concern.

Sometimes a little unprofessional. Understaffed, underpaid, and disrespected.

Salaries/turnover. Lack of professional development opportunities.

Opportunities:

Try ideas – new people – become proud and enthusiastic.

Replace with student oriented staff.

Develop a more streamlined approach to HR. Initiate procedures at the Las Cruces campus that initiates a less centralized approach to HR. Develop more positive attitudes. Use more F2F conversations rather than shooting off negative e-mails.

Raise salaries to be comparable with Las Cruces campus.

Unknown to me.

Additional, regular training or professional development will make it possible for current staff to be more productive. This can be rewarded with appropriate salary adjustments.

This is an opportunity for leadership to examine what they might do differently to support staff in their professional growth/development. Supervisors might consider stating expectations clearly, following up to ensure work quality and completion, and offering acknowledgment for a job well done. Written departmental procedures and periodic review of these to ensure consistency in follow through, together with clarity of expectations, could also prove beneficial. For new staff, adequate training is key to performance overall.

Professional development. Climb ladder. Requests for input.

Improve staff in computer area. Improve pay for staff.

Threats:

Tried it 20/10 yrs prior won't (?).

Engaging in negative talk. Employee burnout. The inability to accept any type of change.

Some of the staff may lose their job because the soft money that is used to pay their salaries will be over next year. Some of the staff may lose their jobs because the Bookstore will be put out to bid.

Unknown to me.

Lack of a meaningful merit pay system means NMSU-A jobs resemble other state of New Mexico jobs in that people will cling to them forever, because of benefits, including retirement. Without competing local employment alternatives/opportunities, turnover will remain low, and without meaningful merit pay incentives for improvement will be few.

If supervisors are unaware or do not address these concerns as they arise, it leaves staff with the freedom to choose what they will and will not do, and how they will do it.

Salaries.

Loss of staff and their support.

Low pay. Union.

Strategic Planning

Strengths:

Unknown.

Assessment of existing strategic plan. Completion of Student Satisfaction survey.

Being updated is good.

Another topic I don't know much about what is being done right now.

Giving so many a voice in the process allows more discussion and better understanding of our campus goals and objectives and needs.

Unclear.

NMSU-A has a strategic plan on the books, so it satisfies state of New Mexico's reporting requirements. The current plan's generic wording and comprehensive coverage has meant that language can be lifted easily and put into grant applications.

Has gotten better. Look at this report.

I was not involved, so I do not know.

Annual Assessment.

We have some.

Annual reviews offer the ability to be responsive to needs.

Weaknesses:

Unknown.

Not privy to.

Individuals who do not read or invest any time in the assessment of the former strategic plan. Individuals who do not complete the SWOTs analysis. Making assumptions (and communicating these assumptions) that no strategic planning is taking place rather than participating in strategic planning processes. Defining strategic planning as short-term rather than long-term.

Assume this document part of that? If so – too lengthy, too bulky.

Unclear.

There is no real vision driving the current strategic plan. Until this past year (2007-08), no effort was made to measure any progress toward the plan's objectives.

Time Consuming.

Is there a Strategic Plan? Is it share with everyone on campus? Do you think the information is trickling down?

Communication of it to those outside of administration.

Time-consuming.

Opportunities:

Unknown. More \$\$ via donations, grants, foundation.

Development of a new strategic plan.

Open forum – live process is workable.

Unclear.

The plan could be a useful tool to guide and coordinate decision making.

To review and voice concerns and present new, better ideas.

Improve clarity and communication.

Implementation of new/better ideas.

Threats:

Unknown.

Engaging in negative generalizations rather than becoming or staying informed.

Unclear.

A lot of effort and energy will go into a new planning process resulting in a new document that will then perform the essentially "pro forma" functions of past plans. For the most part the plan

will have no bearing on decision-making; pragmatic day-to-day decisions will override anything supposedly “strategic”.

Not being honest. Not being listened to. Refusal to change.

Chaos – lack of clarity of purpose. Poorly run institution = no accreditation.

Entrenchment on the part of some faculty and staff.

Student Recruitment

Strengths:

Connections with elementary – should be more than 1 person though.

Good rapport with area high schools, good outreach efforts.

Friendly, caring attitude. New web page. Enrollment continues to increase.

Dedicated person working on this.

Lesia always seems to be very busy recruiting new students.

Unclear.

Enrollment is growing at double digit rates. Online courses have increased access for many students who otherwise would never have taken a course with NMSU-Alamogordo.

Good.

OK.

A conscientious recruiter with ties to the community and connections at main campus.

Staff works hard at this.

Personality of our student recruiter. Fairly low cost of tuition. Availability of programs of interest. Good relationships with area high schools. Many scholarships.

Weaknesses:

Not going after alumni. Not using alumni in ads.

Under funded, under supported, neglected.

Some marketing materials need updated. Lack of a view book. Training and development for the differences in recruiting the traditional versus the non-traditional population. Cover for course schedule.

Does Lesia have others helping her?

Unclear.

Increased enrollment is coming from a combination of Alamogordo and Las Cruces students. However, it's not clear that these students will be taking more than one or two courses with us. Is the focus on online course enrollments distracting from the development of programs that in the long run will better serve the local community?

Recruiter is overworked and underpaid for what she is doing. Lack of materials and monetary funds to effectively recruit students. Lack of help.

More needs to happen online, although improvement of web site is great!

Lack of funding and, therefore, less professional publications

Opportunities:

Share info via interview on radio.

Opportunity for online DE recruitment – lots of opportunity to attract new students.

Closer relationship with Las Cruces admissions personnel. Increasing use of web page. Using more color in publications. Participating in more training and development opportunities. One application for admissions for all institutions. Implementation of a view book. Expanding or using different forms of advertising (such as the movie theater).

Continue to reach out to the high schools in the area and have the high school students take classes in their junior and senior years.

Unclear.

Rapid enrollment growth might be sustainable if new students take more than just one or two courses with us, even pursuing full degrees. We also will need to be able to continue to attract the high volume of first-time-in-an-Alamogordo-course students from Las Cruces and beyond.

Involve faculty in recruiting, maybe having them travel with the recruiter to recruiting events. Hire an assistant or two for recruiter. Develop other ways to recruit students (build and offer housing).

Improve web site – get cutting edge – video etc.

Offer more Coll 101 and other courses in the high schools and for high school students to get them to know what is available to them at NMSUA. More focus on military and community recruitment.

Threats:

Funds.

Lack of budget, Recruitment has been pulled into too many areas – under wrong department to be truly effective. Students need updated programs to choose from – you can't ride a dead horse.

Lack of financial investment into recruitment activities.

Some of the other colleges that advertise their distance education more may take many of our students away. I see people on our campus all the time who are taking distance education classes in places like Clovis, when they could be taking the classes we offer.

Lottery scholarship system. Requirement for high school students to take one college class.

Reallocation of institutional resources to meet online course demand in the short term may limit long term ability to attract our more traditional types of students to ongoing programs. We may be experiencing the front end of a boom-to-bust cycle.

Costs of creating a really good recruiting program.

Monetary.

Lack of funding.

Student Services (ex. Registration, Financial Aid, Advising)

Strengths:

Bobbi cares.

Dedicated committed staff.

Customer orientated. Friendly and welcoming staff. Knowledgeable individuals in financial aid. Nice facility.

Good expertise of staff in several areas.

The staff in Admissions are very helpful and friendly and I like dealing with them.

Registration and Financial Aid have always been very helpful.

Staff members who genuinely serve the students.

Unclear.

The one-stop building design makes it very convenient for students to use Student Services. Most of the services received high ratings on the recent Noel-Levitz surveys.

All in one area makes it convenient for students and encourages communication between the departments. The leadership by the CSSO sets the climate for the whole department and that is always to help the student. Staying open until 6:00 PM helps students.

Good.

Ok.

Ability to serve a large number of students under pressure.

All in Student Services are dedicated to meeting student needs; open even when classes are over; involved in many aspects of campus activities; great communication and collaboration between departments.

Hard working staff.

Except of the Business Office (and WIA, in the future), Student Services is a one-stop operation. There is good communication among the departments and all work toward a common goal. The staff is highly experienced. For the most part, staff are problem solvers and student oriented. They are also very open to ideas from the rest of the campus and willing to try to work with other groups.

Weaknesses:

Male advisor incompetent – doesn't project student needs. Lacks use of cross training.

Worst area to work in on campus, hours are long, abuse from students, faculty, etc.

Student satisfaction survey showed some improvements needed in advising. Lack of clear understanding of faculty role in advising. Course schedule and catalog needs to always be up-to-date and available to all. No defined Registrar for the campus.

Noel-Levitz showed several areas (#40, 67, 65, 48, 6, 16) under challenges. I agree with these.

It used to be so much easier to get workstudies and now it seems that most of our students are not qualifying for aid, because even though they asked for it on their FAFSA form, there is no money. I know that NMSU is always blamed for it, but why should their students be favored over ours. I hear a lot of complaints from the students about our Advising. They mostly say that the staff are not knowledgeable or friendly.

Complacency about comprehensive student support through the process.

Some advisors not suited for position (numerous complaints from students and parents).

Staffing is pretty much bare bones at present. In the past there were more advisors and more admissions staff. How understaffed is the Student Services area now?

Not enough time and money for necessary training. Lack of assistance, cooperation and expertise from the business office.

Due to increased enrollment staff is being pressed to the limit.

No office to support the rising numbers of incoming developmental students beyond the advising process. This office could assess student needs and provide support information and offer ongoing support throughout the first semester. Seemingly little cohesiveness between departments.

I see many problems with registration. I have never seen so many areas that could be made better before.

Lack of program improvements; lack of leadership in some areas; some jobs/task need to be defined better; lack of monetary resources; lack of professional training because of lack of monies. Could use monetary resources to improve ADA program and career advising program.

Understaffed. Students complain of advisor lack of knowledge and clarity.

Lack of resources for training. Required dependence on other departments and main campus in particular for critical information to solve problems.

Opportunities:

Should connect with student on nonadvising level.

Training, hire better managers.

Expanded training and development for Student Services staff. More focus of student retention strategies. Reallocation of resources to fit the needs of online students.

Get more training for advisors about helping students when they transfer over to NMSU, and train them to know which classes will transfer. Our advisors tell the students to go to NMSU for that information. What if it is not that easy for them to run over to Las Cruces campus? Have them work on being more approachable.

Survey ALL students who register, get advising, and go through financial aid.

Unclear.

Future revenues from current increases in student enrollments might be used to restore Student Services to full staffing. Pursuit of TRIO grant funds might also support increased staffing and new student support services.

More training, professional development and updated equipment.

An assessment of student service needs as enrollment increases and leadership to foster team work within and between departments.

Make registration easier for students. Create an easy way for students to add classes when there is a student dropping the class or who does not show up for class.

Provide professional training for all staff (attend more main campus training on Banner; attend conferences, etc).

Improve communication. Hire more people so the job can get done.

Developing Banner so that it will provide more useful functions. Updating technology to work more efficiently—ie: installing imaging for all departments who submit information to Las Cruces. Possibly longer hours and weekend hours. Working with area high schools to provide online opportunities.

Threats:

Funding.

Low morale.

Expansion of centralized approach to student services by the Las Cruces campus.

Lack of enough staff to meet needs of growing enrollment.

We will lose students because of misinformation.

Allowing competitive campuses to get the business! Not identifying issues that threaten our reputation; not addressing those issues when students or staff identify them.

Key to everything!

The shift of enrollments to online courses and the increase in the number of students are creating new challenges for Student Services. This may be especially true for advising staff. How effective is online advising?

Being dependent on main campus for information, etc. enrollment growth is stretching our staff and resources.

Increased new student enrollment without additional support staff could contribute to attrition.

Surveys that do not ask the right questions about how Student Services is really doing.

Students get very fed up with poor service here.

Overworked/pver-extended staff. Lack of cooperation/expertise from the LC campus and/or the AL business office.

Tays Special Events Center

Strengths:

Clean.

Well kept, Coordinator puts in lots of OT.

Clean, excellent customer service.

Dedicated director.

It has always been amazing that so much is accomplished at Tays Center with such a small staff.

Tays staff always helpful with events.

Provides a place for graduation. Provides space for ABE.

Dr. Ernestine Baca & staff.

The large facility makes it a primary choice for many large scale events in Alamogordo.

The Tays Center is a very attractive building for certain events. It is perfect for Community Education classes.

OK.

Large Facility. Can be leased out to generate revenue.

Very good.

No Problems that I can see. Ernie does a great job!!!

Beautiful building!

Large facility.

Weaknesses:

Cost – need discounts when possible to local arts – clubs – kitchen should have more.

Big black hole – doesn't bring in any \$.

Expenses are high – revenue is low.

Energy consumption.

Grace left. Events happen in the daytime and at night and the staff have to be there. It is a hard job to handle.

Cost to maintain. Underutilized because of design. With continuous space issues, having a gymnasium layout is a waste.

Acoustics, especially with bleacher use. Unsuitable floor for physical activity (linoleum on cement – shin splints). No suitable place for dance classes.

The large facility requires a lot of resources to maintain, including utilities and staffing. Lack of revenue generation means the rest of the institution is subsidizing the community's big events.

Roof repair?

Not marketed properly. Cost to run. No community interest in a PE Program.

Needs to be used for more athletic activities!

Understaffed to make best use of facility. Underused or sometimes inappropriate use (what was that fighting stuff?)

Under used. Huge utility costs.

Opportunities:

More functions should be there. Larger staging area.

Intramural sports, lower rent fees, turn off AC to save money.

Increase outside usage of the facility for revenue generation.

Hire more staff as needed with the extra funds received next year.

Renovate to fit campus needs. Occasional rental income.

Unclear.

More consistent application of fees for use would help make the Center self-supporting.

Open facility only when functions are going on. Market facility to a larger pool of people.

Endless I would think.

Close offices in Tays (not including ABE) so they do not need to be heated and cooled when events are not happening there. Better marketing. Building could be leased.

Threats:

Sound/echo.

To be effective – need Coordinator/Assistant Coordinator.

Expenses stay high – revenue generation continues to be low.

That it will be closed down because it is not making money.

Drain on budget.

Unclear.

The cost of the facility is exceeding its usefulness.

Cost to keep doors open.

Monetary. Professional reputation of NMSU.

Continued drain on the budget.

Technology

Strengths:

Labs available. Printing costs are being charged to students.

Many new “technology toys” provided by Title V funding. Training and development provided by Title V funding.

Availability of training in use of technology (from both this campus and Las Cruces).

Our campus teaches many computer classes. We have a well-maintained website.

Grant funds provide(d) for additional labs (PC and Mac labs), laptops for faculty professional development support, infrastructure support for additional computers, Starboards, printers.

Unclear.

Most computers, internet, and other classroom technology are near state-of-the-art. NMSU-A is a leader in online course offerings in New Mexico.

Good.

In the ProTech area technology is strong.

Updated infrastructure and experienced staff.

Title V contributions toward purchases.

Fiber Back bone in place. Network is campus wide.

We have kept up with technology because of the grants we have had available.

Up-to-date technology; wireless campus; great help from the computer center.

Title V staff is pretty good.

Development of online classes.

Weaknesses:

Outdated for staff. Using older programs – should be cutting edge. David doesn't know much.

Lack of campus-wide technology plan. Use of soft-moneys to update technology. Lack of State line item to support technology. Some faculty & staff still have a very limited knowledge of how to use technology. Director of IT services does not embrace the role.

Many pieces of "old" hardware. Our own "computer center people" slow in responding to work orders.

If we have a computer problem, and we ask the Computer Lab for help, they don't always respond promptly or with much knowledge.

No long-range planning. Little training and support.

Current technology was largely purchased through Title V grant funds. Where will the funds come from to update and replace the technology?

There has been limited increase in support staff to help maintain the new technology infrastructure. Grant funds are still funding much of the support staff efforts. The implementation of a "technology fee" on online courses may help to address this funding issue, but it could also drive down enrollment if the fees become too high.

Too little manpower so it's difficult to keep up with changes in technology and properly service the campus. Systems have on point of failure.

Need continual upgrading. Cost to stay on top. Technology plan rarely updated.

Grants are running out!

Technical/computer/network services is not good and needs improvement – this is a serious issue. Groupwise is often down. Terrible response in regards to keeping the Mac Server in ProTech running smoothly. Unhelpful computer services staff with a poor attitude.

No current plan for continuous update of equipment nor funding to do so.

Opportunities:

Development of a campus-wide technology plan. Define hard money resources to support technology plan.

To be competitive with other schools, providing our students with up-to-date technology support.

Unclear.

Additional grant opportunities may help support technology updates and upgrades in the future as well.

Bringing a new helpdesk tool online to better utilize staff, DVD training to save travel costs, and train lab assistants to do more than help students.

Establish revolving budget. Update the technology plan.

We need to look for new sources of money to fund our constant need for new technology!

Increased efficiency. and happy faculty and staff.

Establish plan for regular updates of technology. Establish online degrees—not just classes.

Threats:

\$ - continuing ed.

Money, lack of knowledge, and training.

Lack of a comprehensive technology plan. Continuation of reliance on soft monies to support technology.

Unavailability of funds to replace hardware, update software, etc.

Funds to maintain technology.

Keeping up with legitimate needs without spending unnecessarily.

Major repair and upgrade costs may be encountered without the financial resources available to address them. Online course fees might price local students out of the market, leaving Las Cruces based students as a primary online constituency. Would this be a violation of our basic mission to serve one of our most important communities – Otero County?

Budget cuts.

Not constantly assessing and upgrading.

Frustration of faculty and staff, and breakdown of being able to get work done. We cannot do our work if not supported technically.

Development of more/cheaper online classes by DA and other colleges. Lack of quality/consistency in our online offerings. Not developing entire programs online could be costly later on.

Workforce Development/Economic Development

Strengths:

Support of the GO Bond.

Do not have knowledge to complete this section.

Seems to have been covered earlier.

Unclear.

Increasing attention and resources have been devoted to workforce development efforts in recent years. Community constituencies are increasingly aware of the options we offer. Successes with NewTec should increase confidence among other businesses in the area to use our services.

New Trades center and Nursing a plus.

Good to better this last year.

Preparing displaced workers for new employment opportunities.

No comment!

Providing skills for work opportunities. Trades programming which is being developed.

Weaknesses:

Needs to help more on personal level to start businesses.

Campus does not view itself as an economic engine for the region. NMSU-A is not marketed or viewed as a means to breaking the cycle of poverty. Lack of vocational/technical training opportunities.

Unclear.

Our efforts in these areas are still rather small scale, and not well integrated with the efforts of NMSU, the NMDoL and other governmental agencies.

Need more classes that teach the trades.

Money. Government regulations.

Funding. High government regulation

Opportunities:

Needs to be more visible ie easier to find vis.

Potential increase in vocational/technical training opportunities. Increase in business and industry partnerships for curriculum development, funding, and expertise.

Unclear.

The military facilities in the area will continue to offer sustained demand for some workforce development efforts. NMSU-A has shown it's capable of effectively assisting new businesses with workforce training needs and providing retraining for closing businesses.

Development of Community Service Office to provide internships and real-life opportunities for students and work force connections for businesses in the community. It would allow for better show-casing of our programs within the community and offer work experiences/opportunities for our students while reinforcing learning with practical application.

Threats:

Viewing higher education as a right, not a privilege. Higher education as a right is a PK-12 phenomenon—not a theory of higher education.

Unclear.

Significant reductions in military spending could bring any workforce training efforts to a standstill. Lack of coordination with other agencies with regard to area economic development will continue to marginalize employment prospects for the local workforce.

Lack of financial support from State.

Programs are not always funded by the State. Ever-changing State assessment policies.

Other

Strengths:

N/A

Business Office - The CFO is knowledgeable and appears plenty capable of all areas of finance connected with budget. He's involvement with activities like the GEO bond.

Business Office - Educated diverse workforce. All aspects of Business Office functions in one area.

Faculty and Student Services works hard at retaining students; workshops in Student Success are offered; COLL108 classes are offered.

Business Office – Diane.

Weaknesses:

N/A

Business Office – Student’s accounts receivable. Lack of cross training between the staff. Understanding job responsibilities and how they interface with other departments and parallel departments at main campus.

Business Office - No cross training. Customer service skills.

I feel that we have wasted a lot of money on Title V employees and their expenses (AE: Travel etc.) Who is overseeing them? And why are they spending so much on administration? Are we getting our moneys worth?

Are we looking at “are we meeting student needs?” Are we really getting them through the degree process in a timely manner?

Business Office – Lack of cross training. Our Business Officer needs to be on campus from 8:00-5:00 pm like everyone else when he is not gone for training or conferences. The job description required living in the area so working from home should not be an option. Many people have long drives to work!

Opportunities:

N/A

Please ask Las Cruces to send over an environmentally friendly inspector to ck facilities and make suggestions to go green, and find ways to save \$.

Business Office – We need a Student Account’s Receivable on our campus! Training for staff and cross training. Communication on our campus and with main.

Business Office - Train and cross train staff. Customer service professional development courses. Make all B.O. employees feel valuable. Create a friendly, welcoming environment.

Have someone qualified to oversee expenses!!!!

For everyone to do what is needed to encourage students to return; what can we offer students to finish associate degrees without taking away from timely earning their Bachelor’s degree? Offer housing to encourage students to stay with us longer.

Threats:

N/A

We are wasting money, resources, screwing up environment with wacky cooling/heating, lighting, etc.

Business Office – CFO needs to be on our campus and available to students and staff. Office hours should be consistent with the rest of the campus. CFO's unawareness of or disregard to how decisions will affect the entire campus.

Business Office – Understanding who the customer is.

Student wanting to move to main campus to start working on their bachelor's degree. Some associate's degrees requiring more lower level requirements than required for the bachelor's degree, thereby causing students to take more than the four or five years to hear their bachelors.