



The Foundation for the Malcolm Baldrige National Quality Award

"The award that bears his name reflects the virtues that he brought to public service and how he lived in his private life, a commitment to excellence, shrewd judgment and sound judgment, principled leadership, integrity, and a sense of responsibility."

George W. Bush

"The Malcolm Baldrige National Quality Award, which highlights customer satisfaction, workforce empowerment, and increased productivity, has come to symbolize America's commitment to excellence."

Bill Clinton

"I was proud as a U.S. Senator to vote in favor of the Baldrige Act..." this award has helped us re-focus on the future, on quality, on performance, and most importantly maybe, on innovation."

Joe Biden

"In just a few years, the National Quality Award has literally become the standard of business excellence. And the renewed spirit of excellence in business, of making quality an integral part of America's corporate strategy, has truly, I believe, made us more competitive in the international arena."

George H.W. Bush

"I always prized the quality of Mac's vision. He had the capacity to look up from the dust of the plains to see the distant mountains."

Ronald Reagan



America's Best Investment

Opening Remarks/Agenda

Introduction

Al Faber, President & CEO, Baldrige Foundation

Guest Presenter

Dr. Richard J. Bailey, Jr., President, Northern New Mexico College

*“Context and Adaptation: Strategic Direction and
the Baldrige Approach at Northern New Mexico College”*

Questions

Moderator

Closing Remarks

Al Faber





Context and Adaptation: Strategic Direction and the Baldrige Approach at Northern New Mexico College

**Presentation to the Baldrige Foundation
May 11, 2021**

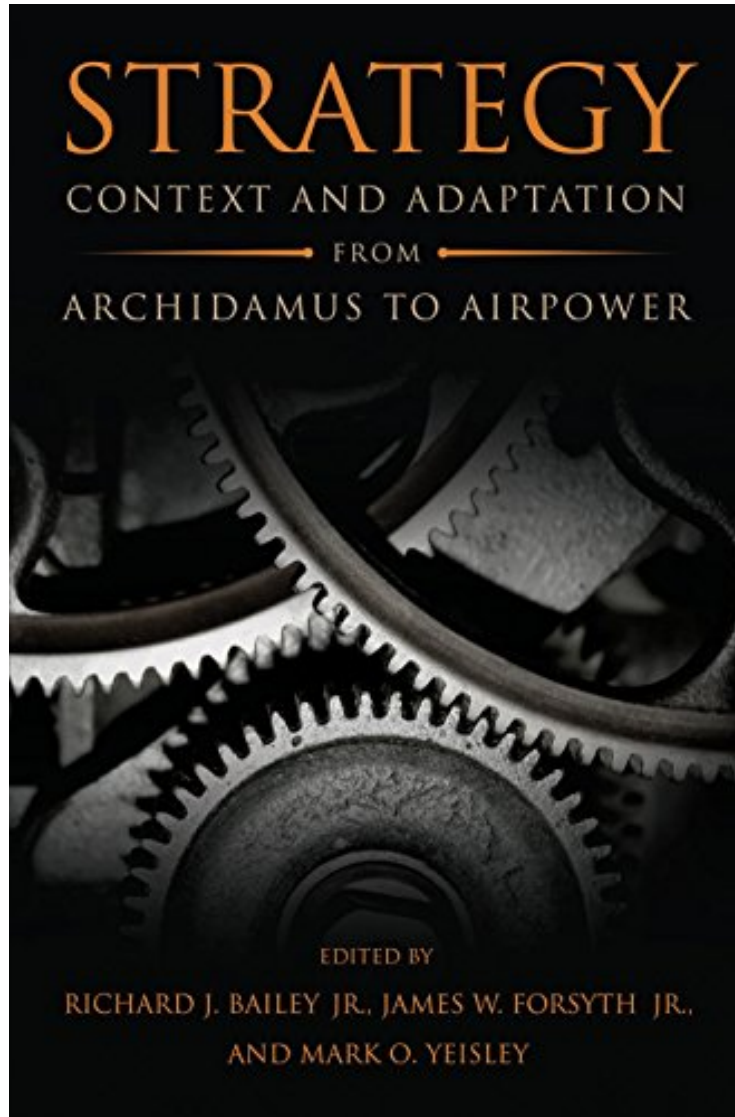
NORTHERN New Mexico College



Overview

- **Defining Strategy through Context and Adaptation**
- **Putting it to Use at NNMC**
- **A Theory of the Importance of the Baldrige Criteria**
- **Example of Translating Strategy to Practice**

Defining Strategy



**School of
Advanced Air
and Space
Studies**

**Air University
Maxwell AFB AL**

Defining Strategy

Strategy

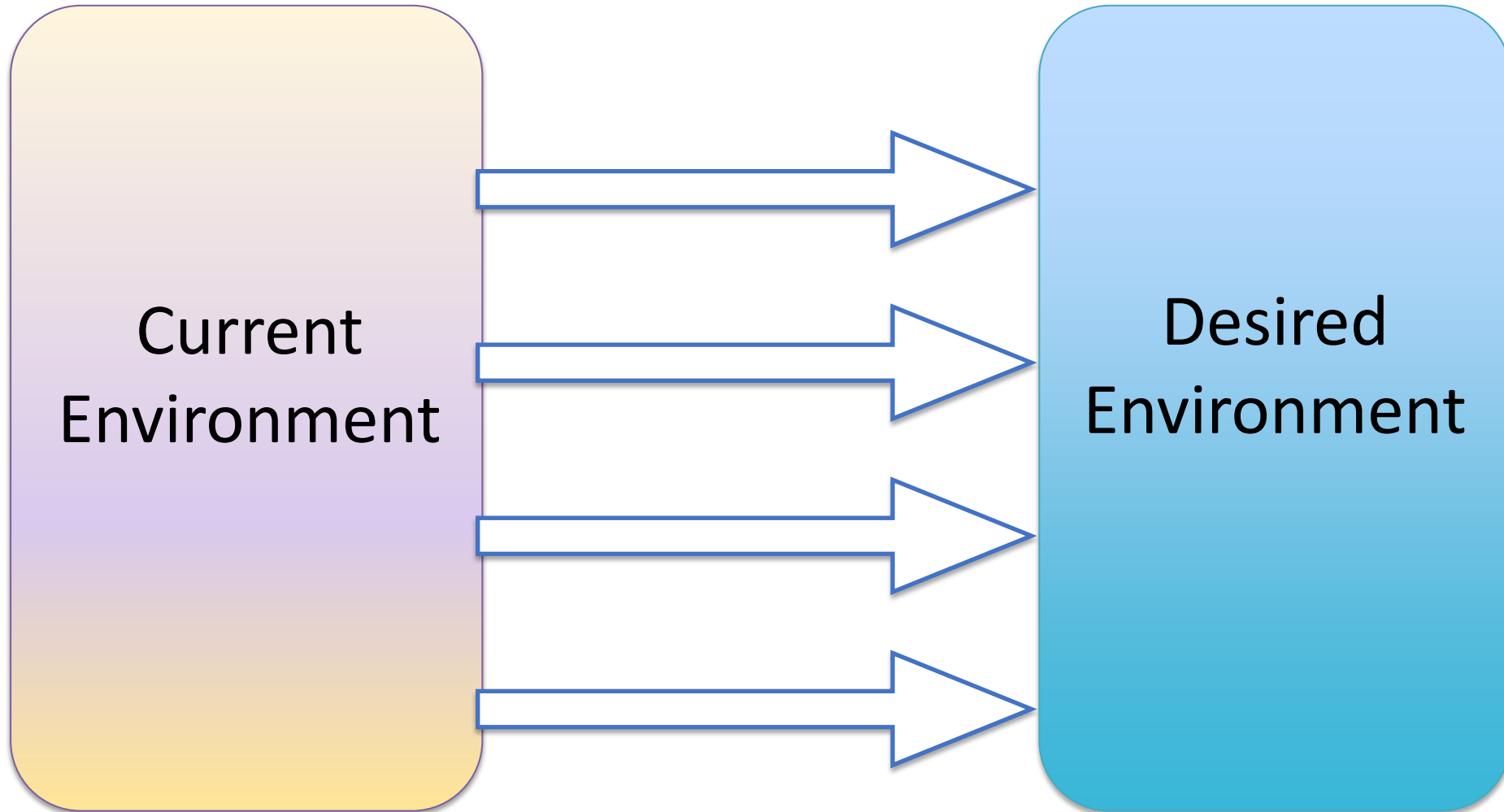
A continual, artistic endeavor to optimize competitive advantage through an understanding of one's environment and an adaptation to uncertainty

Defining Strategy

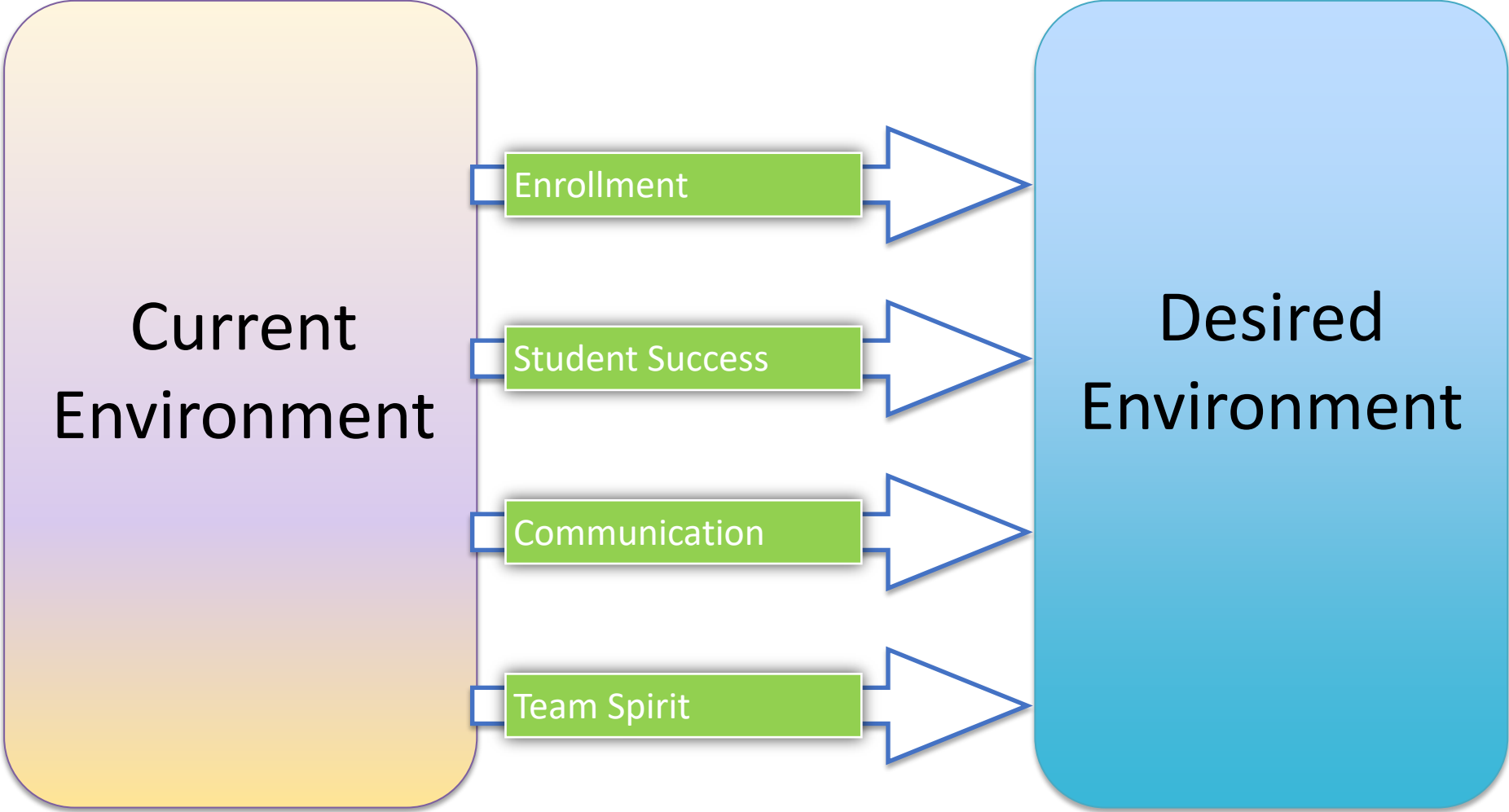
Strategy

A continual, artistic endeavor to optimize competitive advantage through an understanding of one's **environment** and an adaptation to **uncertainty**

Lines of Effort



Lines of Effort



Objectives

Enrollment Line of Effort

GOAL

To increase annual enrollment both in student head count and credit hour totals.

2022 Vision

Student head count at 1400 (per semester) & student credit hours at 14000 (per semester)

Reflections: Enrollment Trends, Foundation Support

Objectives

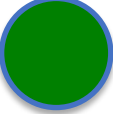



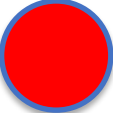
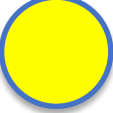
Enrollment Line of Effort

- **Strengthen effective partnerships with local high schools, and articulation agreements with area community colleges.**
- **Expand effective, compelling marketing and recruitment strategies that best highlight Northern's quality offerings.**
- **Determine and implement appropriate program offerings that prepare students for an evolving job market.**
- **Establish and maintain affordable tuition and fees for long-term sustainability.**
- **Establish student residence options.**
- **Increase the Northern Foundation's scholarship and grant giving capacity.**

Objectives

Enrollment Line of Effort

President

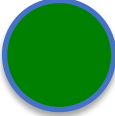
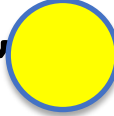
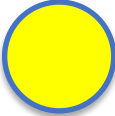
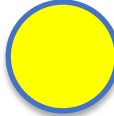
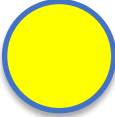
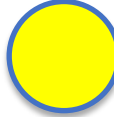
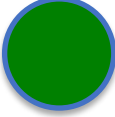

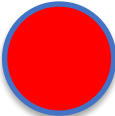
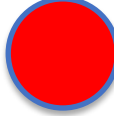
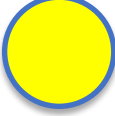
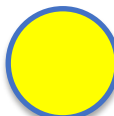
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-  Establish student residence options.
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Objectives

Enrollment Line of Effort

President

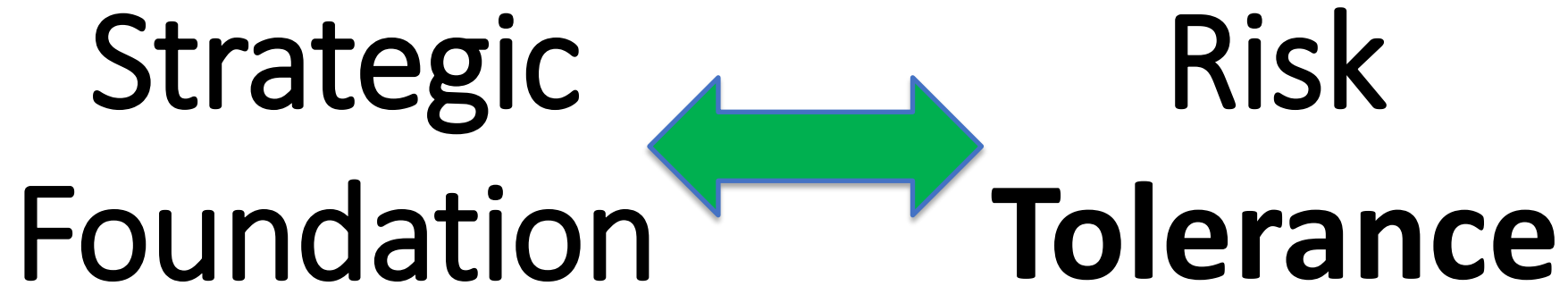
Team Northern

-  **Strengthen effective partnerships with local high schools, and articulation agreements with area community colleges.** 
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A Theory of the Importance of the Baldrige Criteria

Strategic Foundation

A Theory of the Importance of the Baldrige Criteria



Strategic Initiatives – Solving Two Historic Wicked Problems

- **Restoration of key career technical education programs to the region**
- **Revitalization of underutilized historic El Rito college campus**

Two Catalysts – Solar/ECMC



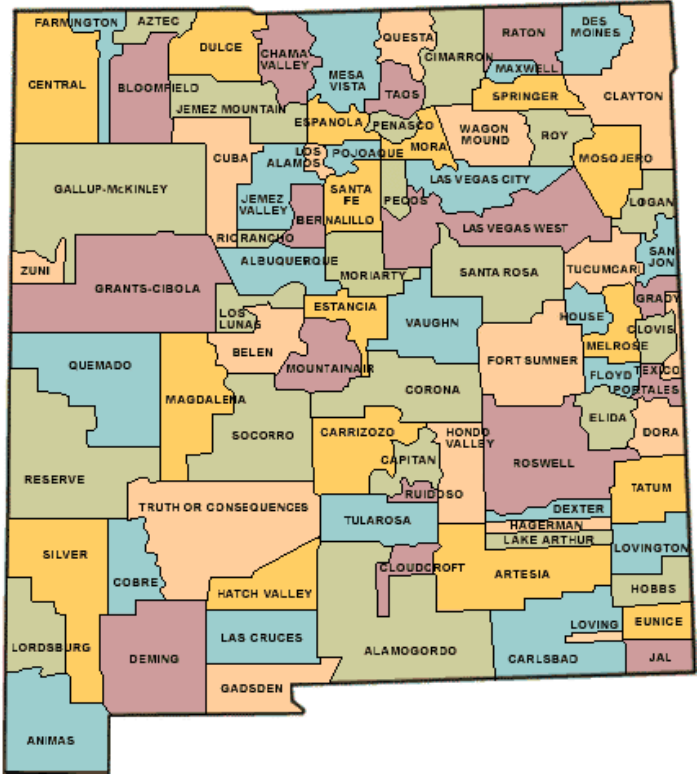
**1.5 MW Solar Array with Kit
Carson
Elec Cooperative Construction
– Spring 2019
Operational - Dec 2019**



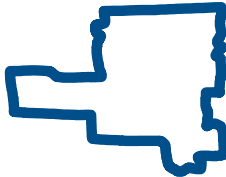
Co-Located Branch Community College Initiative

- **Senate Bill 431 – 2019 (first of its kind in the history of New Mexico)**
- **Five Partner School Districts:
Española/Pojoaque/Mesa
Vista/Chama/Jemez Mountain**
- **Partnership with Local Unions**
- **Mill Levy Ballot Question – Nov 2019**

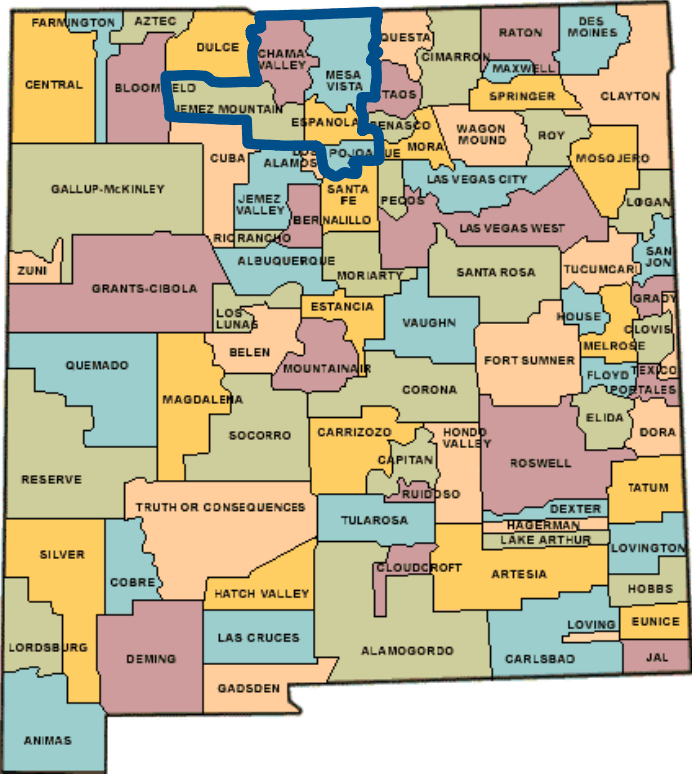
Community College District



Community College District

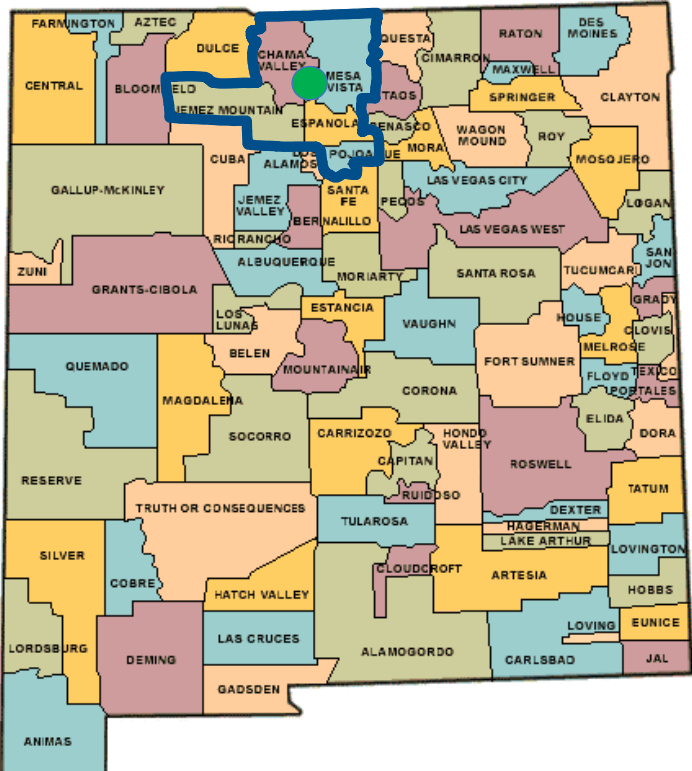


Outline of Branch
Community College
District



Community College District

●
General Location
Of El Rito Campus



Path to Sustainability

- **\$2.4M Annual Revenue In Perpetuity**
- **Theoretical Courses / Gen Education Launched in Fall 2020**
- **Hands-On Courses in El Rito in Fall 2021 (Post Pandemic)**
- **Dual Credit and Adult Learners**
- **Economic Development / Quality of Life**

Final Thoughts

- **The Strategic Direction Guides our Resource Decisions**
- **It Allows for Greater Risk Tolerance and Innovative Solutions**
- **Baldrige Criteria Provides Structure We Need to Become more Effective and Efficient**
- **The Process Continues**



Context and Adaptation: Strategic Direction and the Baldrige Approach at Northern New Mexico College

Questions and Discussion

NORTHERN New Mexico College



Panelist Questions and Discussion

Dr. Richard Bailey, Jr.
President
Northern New Mexico College



Al Faber
President & CEO
Baldrige Foundation
(Moderator)





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What People are Saying...



"I appreciated the opportunity to take the Yellow Belt Course online and at a pace that was appropriate for me given my full-time work and family."

Melanie Powell

Director of Business Development and Marketing for Memorial Hospital and Health Care Center



"The case studies with actual healthcare examples helped me relate the content to real world scenarios that healthcare professionals face on a daily basis. The tools were organized in a way that helped me understand and build on my knowledge. I enjoyed the content and believe the course will make me more effective ..."

Todd Jordan PA-C, MBA

Director, Vascular Center of Excellence
CAMC Health Systems, Inc



The Baldrige Yellow Belt class is thought provoking, educational, relevant to the healthcare setting and a true investment in the future of healthcare."

Roxanne M. Williams, MSN, RN, CHC, CPHQ
Director of Corporate Quality, Associate & Patient Safety at Blanchard Valley Health System

View Our Entire Course Catalog Here:

<https://www.baldrigeinstitute.org/online-training>



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