



# NEW MEXICO MILITARY INSTITUTE

Office of the President / Superintendent

101 West College Boulevard  
Roswell, New Mexico 88201-5173

Office (575) 624-8001 • Fax (575) 624-8025

TO: ALL NMMI CONSTITUENTS

FROM: MG JERRY W. GRIZZLE

DATE: MARCH 6, 2023

RE: DAY SCHOOL INITIATIVE

The Day School Initiative has become a subject of speculation, confusion over some of the concepts and where we are on the analysis and decision process. Without trying to address each of the rumors that are floating around on social media, I want to address the concept and give you an update where we are in the process

I'll begin by providing some historical and current background concerning enrollment. Enrollment has been and continues to be in decline for years in the State of New Mexico and the United States, especially at the college level. The following link to an article released this year reflects that attendance at community colleges declined by 37% since 2010.

[https://www.aol.com/news/community-colleges-reeling-reckoning-162605620.html?soc\\_src=social-sh&soc\\_trk=ma](https://www.aol.com/news/community-colleges-reeling-reckoning-162605620.html?soc_src=social-sh&soc_trk=ma)

Post-COVID in New Mexico, 10% of Public Education students in the state disappeared. The State does not know if they moved out of state due to the toughest COVID protocols in the nation or if they dropped out of school since they were out of the classroom for fifteen months. NMMI was fortunate in that for the ten years before COVID we averaged 95% enrollment. During the years of COVID, we continued with in-classroom education but our enrollment dropped to 85%. Last year we recovered to 91%, but this year we are back in the 80s.

The State of New Mexico Higher Education Department (HED) and the Legislature are constantly concerned about enrollment and require Institutions to report enrollment frequently. They track our trends, they want projections for future enrollments, and they threaten punitive action if enrollment does not improved. They do not care about the composition of your student body. They do not care how many are traditional domicile students, how many are commuter students, or how many are online students; all they care about is total enrollment. When NMMI reports enrollment numbers, we are not asked to break down the number into enrollment categories, simply a total number is what they are after.

This current year, one Institution was given accolades for increasing its enrollment by 10%. In sharing their report with an elected official, the institution indicated that 49% of their total enrollment was online. Again, the composition of the overall enrollment number did not matter – just the total.

The traditional U.S. military school model is harder and harder to market. At one time there were 525 military schools in the U.S. Today, the Association of Military Colleges and Schools of the United States,



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of which NMMI is a member, has but 36 members which includes the well-known schools as Norwich, The Citadel, VMI, and Texas A&M. Most members are Private Prep schools charging between \$45,000 and \$50,000 per year. At this year's convention, it was reported that ten member schools were below 200 in enrollment, and some were below 100 students.

The military Service Academies are constantly adjusting in an attempt to provide a product compatible with today's society. The United States Congress passed a law allowing female cadets at the Federal Service Academies to give birth while a cadet. The Air Force Academy has already had four female cadets deliver while attending the Academy. I share all this to inform you the educational environment is constantly changing. Many of the changes NMMI makes are required by new State or Federal laws and/or policy changes. Failure to comply with new laws and policy risks penalties or even potential closure of the school.

Each year, the NMMI staff goes through an Annual Strategic Assessment patterned after our requirements to successfully pass our Accreditation visits from the Higher Learning Commission (Junior College) and Cognia (High School). We establish annual goals and objectives that mirror the areas we will be evaluated on during the accreditation visit. We conduct quarterly assessments of our progress against the goals and objectives. At the end of the year, a final evaluation is completed and sent to me for review. I include my comments, endorsements, etc., and send it to the Board of Regents. As part of the final assessment, any employee can submit a "Strategic Initiative Proposal." They go before a committee and present their initiative. The Committee decides if the idea has merit and needs to be included in the overall assessment, or decides it has merit, but there are other avenues it should follow, or, finally, decides it does not have merit and stops the initiative.

When we completed the assessment of the 21/22 school year, to include the strategic initiatives, an initiative that survived all the scrutiny and remained in the document forwarded to me was the subject of "NMMI Day Student." The Initiative Description, as just amended by the Board of Regents, says, "An initiative to allow students who are not a part of the NMMI Corps of Cadets to attend academic classes."

During our March 31, 2023, Board of Regents meeting the Board approved the initiative to study the concept. I stress "to study," not "to implement!" Thus, we will form a committee similar to how we created a committee to study the concept of an NMMI Middle School. We will establish a standard meeting day and time where everyone, I repeat, everyone interested in the concept can participate. The committee meetings will be held by Zoom or by call-in. The meetings will be recorded and available for anyone who missed a meeting to review. As the meetings develop, necessary sub-committees will be formed. This same methodology was used successfully in developing our Middle School study initiative.

We intend to conduct the study and come to a conclusion, yes or no, and determine if the initiative has or does not have merit. If the answer is yes, then we will develop a plan of implementation. If the answer is no, then no plan is needed. The study group recommendations will be presented to the Board



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of Regents during the November 2023 meeting. If the answer is yes, our intent will be to advertise and admit Day Students beginning with the second semester, in January 2024.

In closing, I want to remind the Alumni of NMMI that Day Students is not a new concept. The school was founded on enrollment of traditional domicile students, day students, and female students. Numerous times in the Institute's history, NMMI had Day Students. Our current IT Director will tell you of his experience as a Day Student in the 1970s, taking classes here at NMMI to complete his Computer Science degree.

COL David West will chair the study group. He will announce the date and time of the weekly Zoom meetings. If you are interested, please participate.

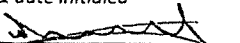
# STRATEGIC INITIATIVE PROPOSAL

This form is used as the initial step in identifying initiatives to address the Strategic Plan's Goals, Objectives and Learning Outcomes (see Strategic Plan). **Initiative definition:** An initial program, project plan, activity, academic course, which is intended to achieve a stated goal or objective or learning outcome identified in the Strategic Plan. This form is the preliminary document which is to be vetted through the Initiator's Chain of Command and through the Initiatives Evaluation Phase of the Annual Strategic Accountability (ASA) process. Once an initiative has been approved by the Superintendent, based upon available funding and the schedule/timeline for its implementation, a Strategic Initiatives Supplemental Budget Request form must be completed, which provides more detailed information about the initiative. Normally, for budget consideration, it is expected there will be at least one year lead time for implementation.

## **INITIATIVE INFORMATION**

|  |  |
|--|--|
| <b>Initiator/Point of Contact</b>      | COL David W. West (NMMI);<br>Chief of Staff; 8014, west@nmml.edu   |
| <b>Initiator's Department/Division</b> | Superintendent   |
| <b>Title of Initiative</b>             | <b>NMMI Day Student</b> <i>ADMIT</i>   |
| <b>Initiative Description</b>          | <p><i>*{</i> An initiative to <del>allow</del> students who are not a part of the NMMI Corps of Cadets to attend academic classes <del>where there are available seats.</del></p> <p><i>*THE NMMI BOARD DID TAKE ACTION, 4-YEAS, 1-ABSTAIN, TO MODIFY THE FIRST PARAGRAPH AS MARKED DURING THEIR SPECIAL MEETING ON 31, MARCH 2023.</i><br/><i>DWW 4/3/2023</i></p> <p>The New Mexico State Constitution, Article XII, Chapter 21-12-3 Board of regents; duty; educational standard, calls for the board to maintain as high a standard as like institutions in other states and territories. Considering all other military colleges or junior colleges, there exists only one other institution which hosts students who live exclusively on Post and are solely members of the corps. Military centric schools who are members of the Association of military schools such as Texas A&amp;M, Virginia Tech, Georgia Military (GMC), and Norwich include a significant portion to a majority of their student body as non-corps members. All of these institutions are considered success stories and have a long history of associated military pathways for those cadets who seek the same. They also have a history of success for those students who do not seek a military outcome. NMMI's own corps of cadets has a minority of less than 20% who will end up in the military. NMMI's early history did include "day students" who were not members of the corps, but were subject to the academic rigors and honor code of the corps members.</p> <p>NMMI's location is remote and within a small to mid-sized community which is designated as financially poor. The state of New Mexico struggles to be removed from 50<sup>th</sup> (last) of the states in education as assessed by standardized testing. The option for those within the community who might not either afford the option to attend NMMI or are seeking an alternative to the general public education without the rigors of the corps life can be provided the same with available seats in the NMMI classroom.</p> <p>The basic concept is to offer to the local population, the opportunity for their young person to attend NMMI, under the Cadet Honor Code, to not Lie, Cheat or Steal nor tolerate those who do. The option to attend is secondary to those who choose to become corps members in that if a seat in a classroom is available, the corps member gets first option and then the non-corps member.</p> |



|  |   |   |
|--|---|---|
| <b>Action Plan / Timeline</b><br><i>(Action plans indicate how the objective will be achieved and timeline indicates when the objectives will be achieved)</i> | <p><b>Develop the business plan</b> – Host a committee made up of various NMMI and community members to study the options, courses, uniforms, meals, formations, sports, etc. and to provide a summary document as a proposal to the President / Superintendent. Pending the President's approval, provide the same to the NMMI governing Board of regents for final approval and then develop the implementation if approved. Time – 6 months to 1 year.</p> <p><b>Develop a presentation</b> for the NMMI Governing Board (public) for approval to move forward. Time – 6 months.</p> <p><b>Develop a relationship</b> of public student protocol of learning, timelines, expectations of annual outcomes. Time – 6 months.</p>   |   |
| <b>Strategic Goals/Objectives/Learning Outcomes</b> that this Initiative Addresses:  | <p><b>“It shall be..., a military institute for the education and training of the youth of this country,...” NMSA 21-12-3</b></p> <ol style="list-style-type: none"> <li>Goal A: Objective A.3 – Recruit and strengthen NMMI's reputation of being a unique opportunity for qualified candidates.</li> <li>Goal B: Objective B.4 – Cultivate relationships with other learning institutions.</li> <li>Goal B: Objective B.5 – Use available resources to provide proactive, relevant, and innovative academic support services.</li> <li>Goal B: Objective B.6 – Establish and maintain programs that support global learning.</li> <li>Goal C: Objective C.3 – Develop...partnerships, and outreach opportunities with all stakeholders to include...patrons, ...educational,...youth,...organizations at the local, state, federal and international level.</li> <li>Goal D – Provide diverse learning opportunities that encourage cadets (students) to become successful citizens of character capable of providing sound ethical leadership in challenging global environments.</li> </ol> |   |
| <b>Assessment Mechanism</b>  | <ol style="list-style-type: none"> <li>Does the development and establishment of the day student deliver on the NM constitutional idea of taking the NMMI concept to a greater portion of Youth? (Y/N)</li> <li>Does the development of the day student offer a significant option for youth to consider versus the public domain and outcomes? (Y/N Student academic and deportment performance.</li> <li>Does the development of the day student aid in the recruitment of qualified candidates to NMMI? (Y/N, number)</li> <li>Is NMMI successful in cultivating additional relationships via this scenario locally and regionally? (Y/N list of schools)</li> <li>Has NMMI, through this development been able to offer learning through diversity and geographic locations? (Y/N, statement of facts.</li> </ol>   |   |
| <b>Resources Needed/ Technology Support</b><br><i>(financial, personnel, etc., include infrastructure, software, training and maintenance)</i>                 | <p>The NMMI day student initiative will lean on the expertise of several of NMMI's constituencies. Initially, there will be input from operations, financial relationships, legal relationships, academic curriculum and relationships, admissions standards to meet, Corps development and standards. In addition, athletic programs would need to be considered based on geographic location.</p>   |   |
| <b>VETTING PROCESS</b>   |   |   |
| <b>Implementation Responsibility</b>   | <p>Check those that apply:</p> <p><input checked="" type="checkbox"/> Implementing Planning Unit</p>  | <p>Acknowledgement Initials of Planning Unit/OPR &amp; date initialed</p> <p> 12/5/2022</p> |

| TABLE 2<br>Initiative Title<br>& Submitter | Rating Description  | Ratings                  |                                     |                                     | Superintendent's Priority, Comments & Recommended Actions   |
|--|---|--------------------------|-------------------------------------|-------------------------------------|---|
|  |   | Low                      | Medium                              | High                                |   |
| NMMI Day Academy (David West)              | 1. Please rate how directly this initiative relates to specific Strategic Plan Goals/Objectives or Learning Outcomes from Low related to High related?        | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Priority:<br>Comments & Recommended Action:<br>1) Without students we do not have a job. Day students or day students it doesn't matter.<br>2) Community must develop a plan of integration for Day students into the Corps<br>3) I do not see any additional cost for implement<br>4) None for the Faculty - Challenge is for the Community and the AA<br>5) Very High - All this as the single most important to increase level and |
|  | 2. Please rate how feasible/possible is it to actually implement this initiative from Low feasible/possible to High feasible/possible?                        | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |   |
|  | 3. Please rate how financially viable it is to actually implement this initiative from Low financial viability to High financial viability?                   | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |   |
|  | 4. Please rate how unique/not duplicative is this initiative compared to current procedures, processes, and practices from Low uniqueness to High uniqueness? | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |   |
|  | 5. Based on your evaluation of the above four questions, please rate how Low or High a priority you would give this initiative.                               | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |   |
| Women's                                    | 6. Please rate how directly this initiative relates to specific Strategic Plan Goals/Objectives or Learning Outcomes  | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Priority: ,   |