

BG(R) MCBURNETTE
PRESIDENT /
SUPERINTENDENT
NEW MEXICO MILITARY
INSTITUTE
PRESENTATION TO
MILITARY AND
VETERAN AFFAIRS
COMMITTEE
NM LEGISLATURE

ABOUT NMMI

The New Mexico Military Institute (NMMI), the official state military school of New Mexico and a nationally recognized land-grant institution, is dedicated to developing future leaders through a distinctive blend of academic excellence and military discipline. NMMI offers a rigorous college preparatory and junior college curriculum integrated with structured leadership training, character development, and physical readiness. Within this dynamic and supportive community, Cadets, Faculty, and Staff are empowered to pursue excellence in scholarship, discipline, and service. Graduates emerge prepared to lead with integrity and distinction in a global society, upholding the Institute's enduring values of Duty, Honor, and Achievement.





PRESIDENT / SUPERINTENDENT

NMMI 20th President / Superintendent

• Military Career:

- 35+ Years of Military Service
- Commanded at the Division, Brigade, Battalion and Company level.
- Commandant, Joint Forces Staff College, National Defense University, Norfolk, Virginia
- Director, Center of Applied Strategic Learning, National Defense University
- Deputy Director, US Army Center of Military History, Fort McNair, DC
- Resident Student, United States Army War College, Carlisle Barracks, Pennsylvania

• Civilian Leadership:

- Certified Superintendent, Principal, and Social Studies Educator in the state of North Carolina
- Completed 20 years as an Educator, School / District level Administrator in four school systems (PA & NC).

• Academic Leadership:

- Saint Augustine's University – BA– History
- Cheyney University of Pennsylvania – MS – Adult Education
- Cheyney University of Pennsylvania – MEd – Educational Administration
- North Carolina State University – MA– History
- North Carolina State University – Ed.D. – Educational Leadership and Supervision
- United States Army War College – MSS – Strategic Studies





MISSION

To recruit, retain, educate, train, and transform young men and women into Cadets within the Corps—leaders of global impact who demonstrate critical thought, sound judgment, uncompromising character, and the resilience to meet demanding physical challenges and the evolving needs of the future.





VISION

To be the premier small military college/land-grant institution in the Nation—unmatched in developing educated, honorable citizen-leaders. NMMI is recognized internationally for academic excellence, distinguished by a unique commitment to character development, self-discipline, and physical challenge. This transformative experience is delivered within a rigorous military environment that prepares Cadets to lead with integrity, resilience, and distinction in a complex global landscape.





DUTY



HONOR



ACHIEVEMENT

VALUES

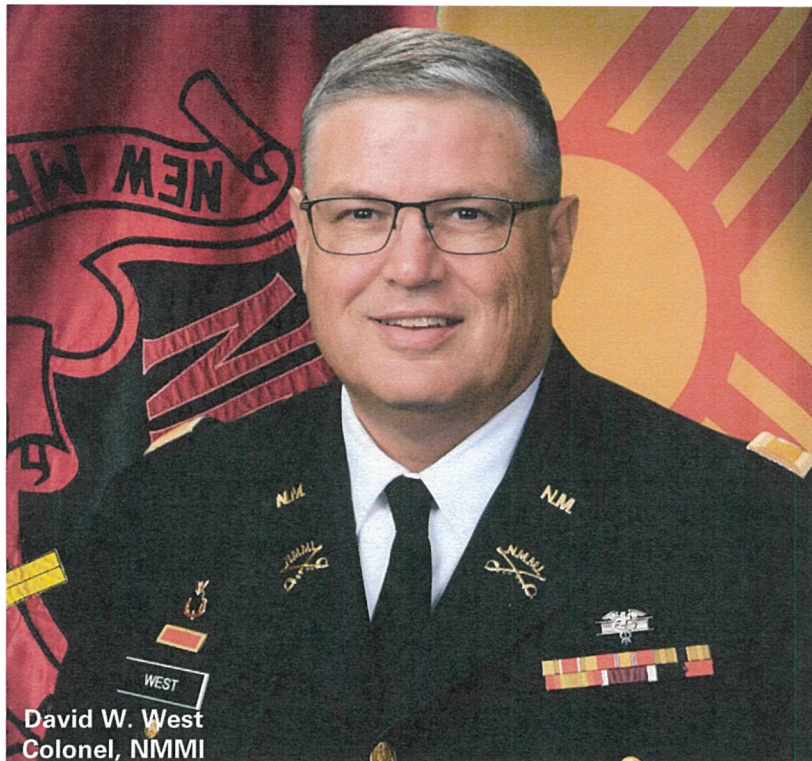




THE LEADERSHIP TEAM



CHIEF OF STAFF



David W. West
Colonel, NMMI

NMMI Career:

- Chief of Staff 2012-Current
- VP of Facilities 2007-2012

Career Highlights:

- VP Engineering ISE Corp 1990-2007
- VP Engineering, Sales and Service
 - Millennium Transit Services
 - Nova Bus Corporation
 - TMC Corporation
- Design Development Engineer 1988-1990
 - Rust Corporation

Civilian Leadership Experience:

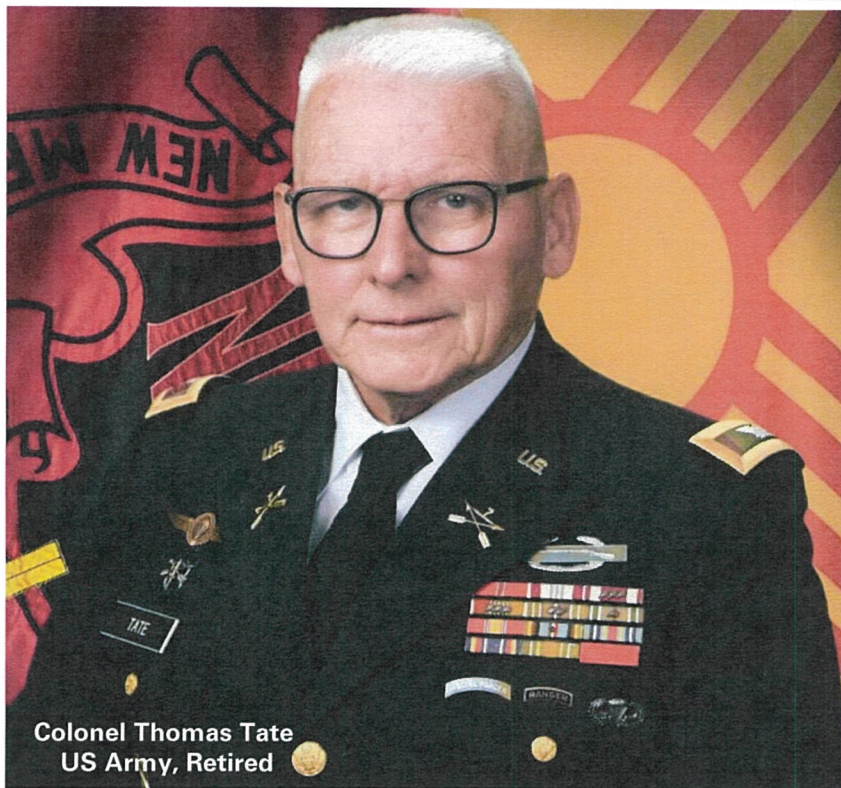
- Chairman State Land Trust Advisory Board 2022-2027
- Leadership NM and Roswell Graduate 2014, 2016
- United Way past Board Member (2 terms)
- Chair Community Improvement Commission
- President Horseshoe and Nails Brigade 501C3
- Member Roswell Hispano Chamber of Commerce

Military and Academic

- Combat Medic US Army – 1985-1991
- BSME Texas Tech University - 1988



COMMANDANT OF CADETS



Colonel Thomas Tate
US Army, Retired

Military Career:

- Colonel, US Army Retired (27 Years)

Academic Career:

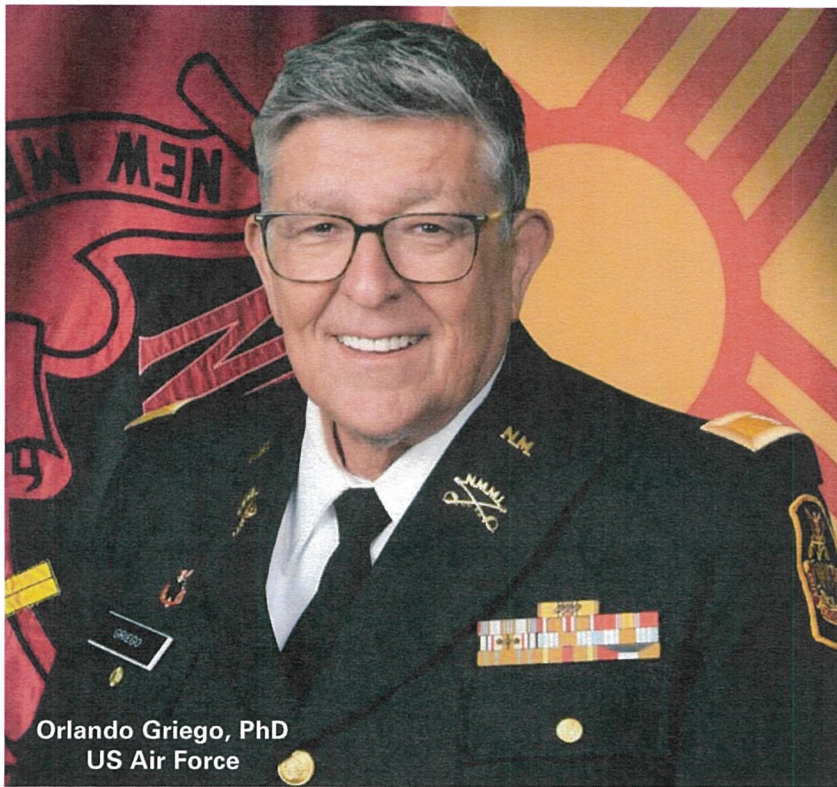
- Bachelor of Science – Auburn University
- Education
- Master of Science – Troy University
- International Relations
- Doctor of Education – University of Alabama
- Educational Administration
- 15 years of experience in military education

NMMI Experience:

- 5 years



DEAN OF ACADEMICS



Orlando Griego, PhD
US Air Force

Military Career:

- 8 Years Active Duty Air Force, including ROTC instructor
- Desert Shield/Desert Storm Veteran

Academic Career:

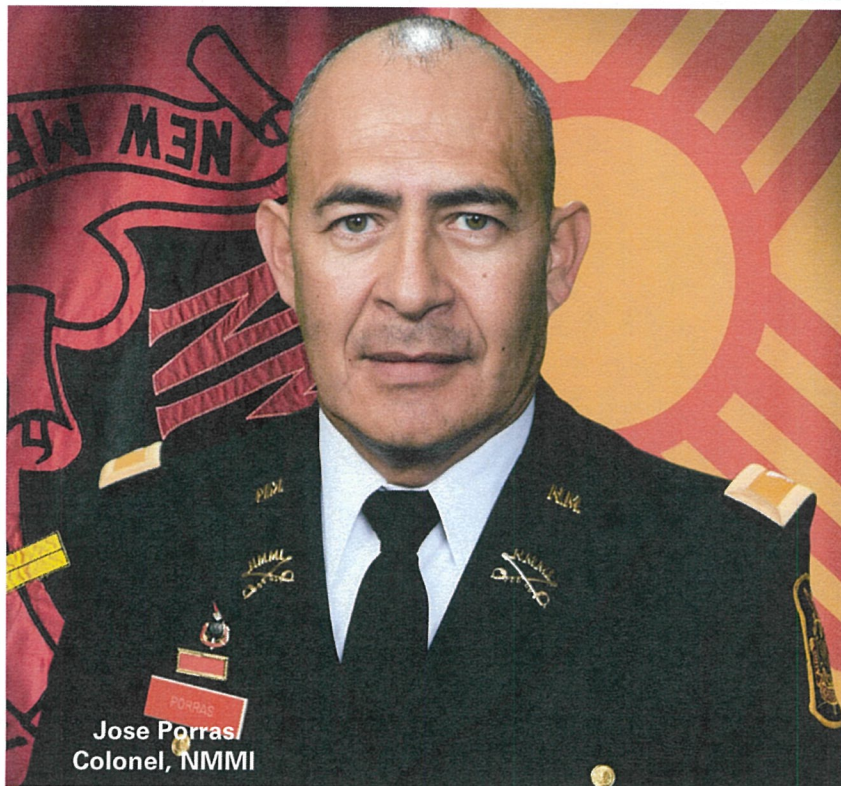
- 33 Years of Educational Experience
- Bachelor of Arts - San Jose State University
- Social Service
- Master of Science - Golden Gate University
- Human Resource Management
- Doctor of Philosophy - Colorado State University
- Human Resource Development

NMMI Experience:

- 5 years



VICE DEAN OF ACADEMICS / HIGH SCHOOL PRINCIPAL



Academic Career:

- Associate Degree – New Mexico Military Institute
- Bachelor of Science – Oklahoma Panhandle State University
- Masters of Education - Eastern New Mexico University

Educational Experience:

- 24 years as administrator and teacher in NM Public Schools
- 12 years as Dean/Vice Dean and Principal.

Community Leadership Experience:

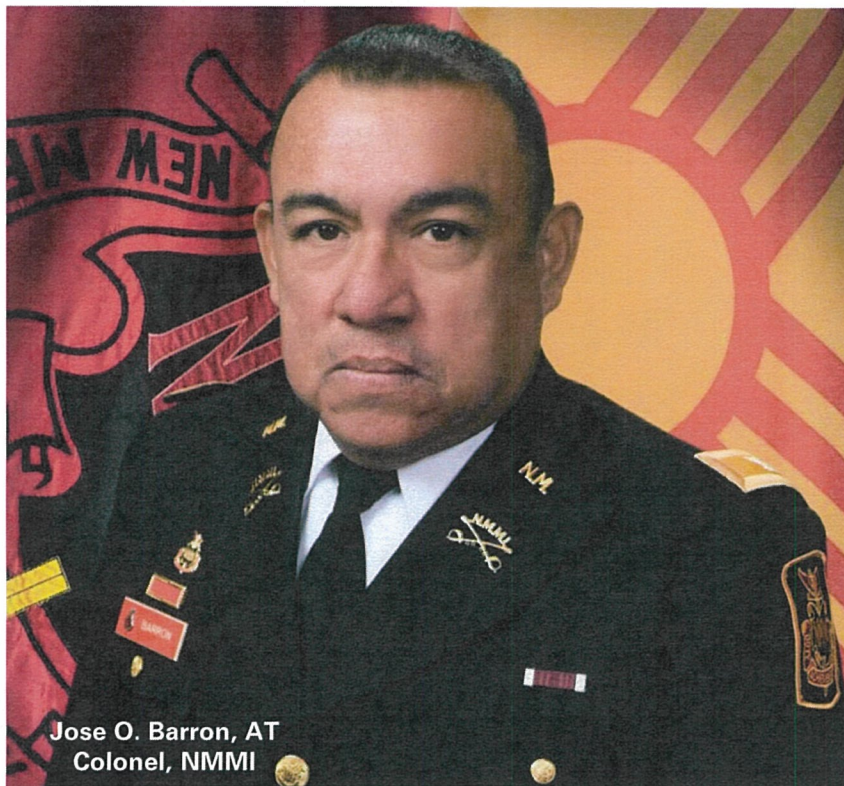
- NMPED Principals Pursuing Excellence
- Chaves County Character Counts Award Winner
- Academic Leadership Academy – Penn State

NMMI Experience:

- 7 years



DIRECTOR OF ATHLETICS



Jose O. Barron, AT
Colonel, NMMI

Academic Career:

- Bachelor of Science - New Mexico State University
- Athletic Training Education
- Master of Arts - New Mexico Highlands University
- Exercise and Sport Science, Sports Administration
- Certified Athletic Trainer
- Former Athletic Trainer – Professional Baseball

2022 NJCAA Athletic Director of the Year

NMMI Experience:

- 22 years
- Director of Athletic Training/Assistant Athletic Director
- Director of Athletics



GLOBAL ENROLLMENT & MARKETING DIRECTOR



Cristhina Starke
Colonel, NMMI

Academic Career:

- Bachelor of Science - Pontificia Universidade Católica - Campinas, Brazil - Education
- Master of Science - Pontificia Universidade Católica - Campinas, Brazil - Psychology

Career Experience:

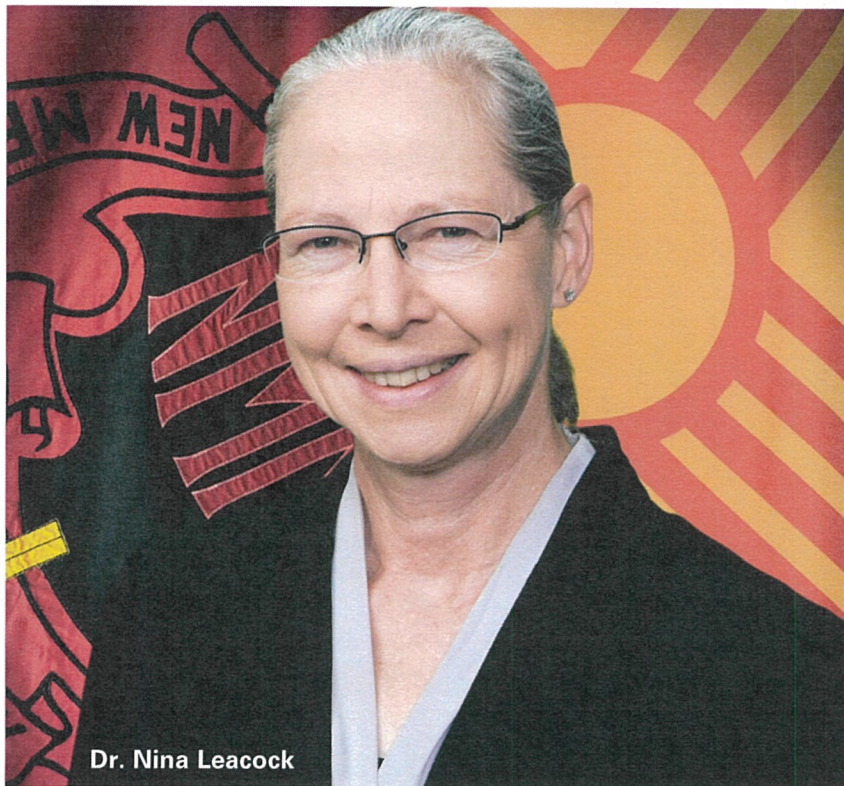
- 15 years - Franchising Business CEO – (BR)
- 15 years - International Enrollment

NMMI Experience:

- 7 Years Experience
- Deputy Director for International Programs
- Director of International Affairs
- Global Enrollment & Marketing Director



NMMI INTERMEDIATE PREPARATORY ACADEMY HEAD OF SCHOOL



Dr. Nina Leacock

Academic Career:

- Ph.D. in English – University of California, Irvine
- B.A. in English - University of Michigan
- Literature

Career Experience:

- Teaching and/or Academic Administration:
 - UC Irvine, Stanford,
 - U of West Georgia, Bosque School (Albuquerque)
- Education Consultant, Co-Founder of the National Capstone Consortium, Writer:
- Publish newsletter, manage membership of 400+; co-author *Capstone: Inquiry & Action at School*

NMMI Experience:

- 3.5 years, following on consulting role for IPA



CHIEF FINANCIAL OFFICER



COL Ma Eva Heacox

Academic Career:

- Bachelor of Accountancy – Eastern New Mexico University
- Master of Business Administration (MBA) - Finance & Accounting Concentrations - Eastern New Mexico University (Expected Graduation May 2026)

Certifications:

- Certified Fraud Examiner (CFE)
- Certified Public Account (CPA)

Financial Experience:

- Ritter and Company, LLC – Accountant
- Golden, Seward & Kelley, LLC – Senior Accountant

NMMI Experience:

- 13 Years
- Adjunct Professor of Spanish
- Accountant
- Internal Auditor
- Assistance Chief Financial Officer
- Interim Chief Financial Officer
- Mother of 2 NMMI cadets



NMMI FOUNDATION CEO



Academic Career:

- Bachelor of Accountancy - New Mexico State University
- Masters of Business Administration (MBA) Eastern New Mexico University

Financial Experience:

- Ritter and Company, LLC
- Public Accounting Outsourcing Manager
- Tax Accountant

NMMI Experience:

- 18 Years
- Assistant Professor of Business Administration
- Assistance Chief Financial Officer
- Chief Financial Officer
- NMMI Foundation CEO
- Mother of 3 NMMI cadets



PRESIDENT'S REPORT

As the New Mexico Military Institute prepares to celebrate its 135th anniversary and the historic milestone of 50 years of female cadets in 2026, the year 2025 has been defined by growth, achievement, and purposeful reflection. Throughout my tenure, we have embraced the challenge of making NMMI progressively stronger each year—advancing academic rigor, expanding opportunities, and deepening our commitment to leadership development. From record-breaking recruitment and retention to academic milestones and dynamic community engagement, the Institute continues to fulfill its mission of shaping citizen-leaders grounded in the enduring values of Duty, Honor, and Achievement.





LEGISLATIVE VICTORY

One of the most significant victories for NMMI in 2025 was the successful inclusion of the Institute in public-school funding through the passage of New Mexico State Senate Bill 280. This landmark legislation ensures that NMMI, as the state's only military boarding school, receives equitable support alongside other K-12 public educational institutions. The impact of this achievement cannot be overstated—it will provide a sustainable financial foundation to maintain, enhance, and improve facilities for our cadets. This legislative success reflects the confidence of state leaders in NMMI's mission and positions the Institute to serve even more students across New Mexico and beyond.





PARTNERSHIP WITH NEW MEXICO YOUTH CHALLENGE

After months of preliminary negotiation, NMMI proudly assumed responsibility for the academic program at the New Mexico Youth Challenge Academy in July, a transformative initiative serving at-risk youth across the state. This partnership reflects our commitment to providing structured education, leadership development, and character-building opportunities to students who need them most. By integrating NMMI's proven academic rigor and military model into Youth Challenge, we are creating pathways for success that reduce dropout rates, strengthen life skills, and prepare participants for productive citizenship.



adoes
NMMI
recieve
PAC &
funding?

ENROLLMENT GROWTH & GLOBAL REACH

Under the leadership of Cristhina Starke, Global Enrollment reported a surge in interest, culminating in a Fall 2025 enrollment of over 825 cadets— one of the highest in recent years. This included a notable increase in international students and a continued rise in female cadet representation, now at 25% of the Corps. NMMI achieved a remarkable 17% increase in cadet enrollment for the 2025–2026 academic year—the highest overall growth in more than 16 years. Junior College enrollment reflected an 11% growth, the highest in New Mexico this year. The Intermediate Preparatory Academy (IPA) also reached full enrollment of 103 students across grades 6–8 for the first time since its launch in 2023.





ACADEMIC EXCELLENCE

Academically, NMMI continued to raise the bar. The Fall 2025 grade distribution showed that over 70% of cadets earned a GPA of 3.0 or higher, with nearly 20% achieving honors-level performance. In celebration of academic excellence, NMMI hosted the Academic Excellence Dinner in September, honoring top-performing cadets and faculty mentors. These events also highlighted the enduring success of the Toles Learning Center — now entering its 40th year — and showcased expanded partnerships with regional institutions.





COMMUNITY ENGAGEMENT

The Institute deepened its community ties through events like the Ruppert-Burton Speech Contest and service projects with organizations such as United Way. Cadets participated in leadership forums and cultural exchanges, embodying civic responsibility and global awareness.





NMMI COMPETES IN FIRST ARMY TEN-MILER EVENT

New Mexico Military Institute proudly sent a team to Washington, D.C., to compete in its first-ever Army Ten-Miler event. Eight cadets represented the Institute, forming two official teams and showcasing NMMI's commitment to physical fitness, resilience, and teamwork. In a historic first, the cadets ran alongside the Superintendent, demonstrating the shared spirit of leadership and camaraderie that defines NMMI. This milestone highlights the Institute's dedication to excellence both in the classroom and on the field.



ATHLETICS ACHIEVEMENT

Athletics remained a powerful source of pride and unity for NMMI in 2025. Colt Baseball captured another State Championship, electrifying the campus and alumni community. The Lady Bronco Volleyball team earned a berth in the National Tournament, while Lady Colt Volleyball celebrated its first-ever playoff appearance. Colt Football continued its tradition of excellence, advancing deep into the State playoffs. These achievements were complemented by new athletic programs at the Intermediate Preparatory Academy and expanded opportunities for female athletes, reinforcing NMMI's commitment to equity and competitive excellence.





ALUMNI & FUNDRAISING

The 14th Annual NMMI Generals' Cup set a new benchmark for success, generating record-breaking donor support and fundraising totals. Despite a rainy evening during one of our key events, the weekend was an overwhelming success—welcoming new sponsors, strengthening alumni connections, and celebrating camaraderie on the golf course. This signature event raised critical resources for cadet scholarships and reinforced the spirit of community and tradition that defines NMMI.

We are grateful to our donors, alumni, and sponsors whose generosity made 2025 a record-breaking year for fundraising and support. Your contributions not only funded scholarships and enhanced cadet programs but also strengthened the traditions and community spirit that define NMMI. Every achievement this year—from academic excellence to athletic success and infrastructure improvements—was made possible because of your commitment to our mission.





STRATEGIC PLANNING & INFRASTRUCTURE

2025 also saw the culmination of our comprehensive Strategic Planning Process for 2026–2030, producing a bold roadmap built around three Lines of Effort: Institutional Excellence & Advancement, Cadet Experience & Success, and Infrastructure & Operational Effectiveness. The Board of Regents approved long-term capital improvements, including enhancements to cadet living spaces and academic facilities. We are thrilled to announce the completion of the Bates Dining Facility—a modern, welcoming space that will serve as a hub for cadet life and community gatherings, with a ribbon cutting planned for next semester.



A. LOE 1 – INSTITUTIONAL EXCELLENCE & ADVANCEMENT

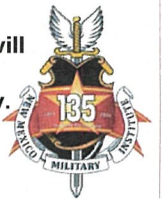
NMMI is committed to strengthening its national and international reputation through robust alumni engagement, innovative fundraising, and continuous improvement in governance and accreditation. The Institute will advance institutional capacity by realigning advancement operations, enhancing donor programs, and fostering community and corporate partnerships. Governance will be refined to ensure transparency, accountability, and mission-focused decision-making, while human resources initiatives will modernize recruitment, onboarding, and professional development. Accreditation efforts will focus on exceeding benchmarks and fostering stakeholder engagement.

B. LOE 2 – CADET EXPERIENCE & SUCCESS

Central to NMMI's mission is the holistic development of cadets as educated and honorable citizen-leaders. The plan prioritizes global enrollment strategies to diversify recruitment pipelines and strengthen retention, ensuring a vibrant and inclusive cadet corps. Academic prowess will be advanced through curriculum innovation, synchronized scheduling, and expanded student support services. Investment in faculty and staff will enhance mentorship, role modeling, and professional growth, while competitive athletics will cultivate a championship culture and promote gender equity in facilities and opportunities.

C. LOE 3 – INFRASTRUCTURE & OPERATIONAL EFFECTIVENESS

NMMI will execute a comprehensive Facilities Master Plan to strengthen campus infrastructure, improve operational efficiency, and provide a safe, accessible environment for all stakeholders. Technology integration and workflow management will drive operational excellence, while targeted enhancements to cadet spaces, commandant offices, and athletic facilities will support the Institute's strategic goals. These efforts will ensure that NMMI remains future-ready and responsive to the evolving needs of its community.





A. LOE 1 – GOAL 1 – INSTITUTIONAL ADVANCEMENT

NMMI will establish a nationally recognized institutional advancement program that cultivates lifelong alumni relationships, inspires pride, and drives sustained service and support. Through strategic engagement, philanthropic growth, and expanded partnerships, NMMI will strengthen its reputation, broaden its impact, and build a resilient foundation for future success.

A. LOE 1 – GOAL 2 – GOVERNANCE

NMMI will strengthen institutional governance by establishing a unified, transparent, and mission-driven framework that reflects NMMI’s Military Educational Model across all academic levels—Middle School, High School, and Junior College. This goal supports accountability, policy clarity, and responsive decision-making, ensuring NMMI remains a world-class, future-ready institution.

A. LOE 1 – GOAL 3 – HUMAN RESOURCES

NMMI will advance institutional excellence by creating a modern, efficient, and responsive human resources framework that fosters professional growth, strengthens workforce accountability, and supports the long-term success of faculty and staff. Through strategic investment in systems, analytics, and development, NMMI will build a resilient and high-performing team aligned with its mission and values.

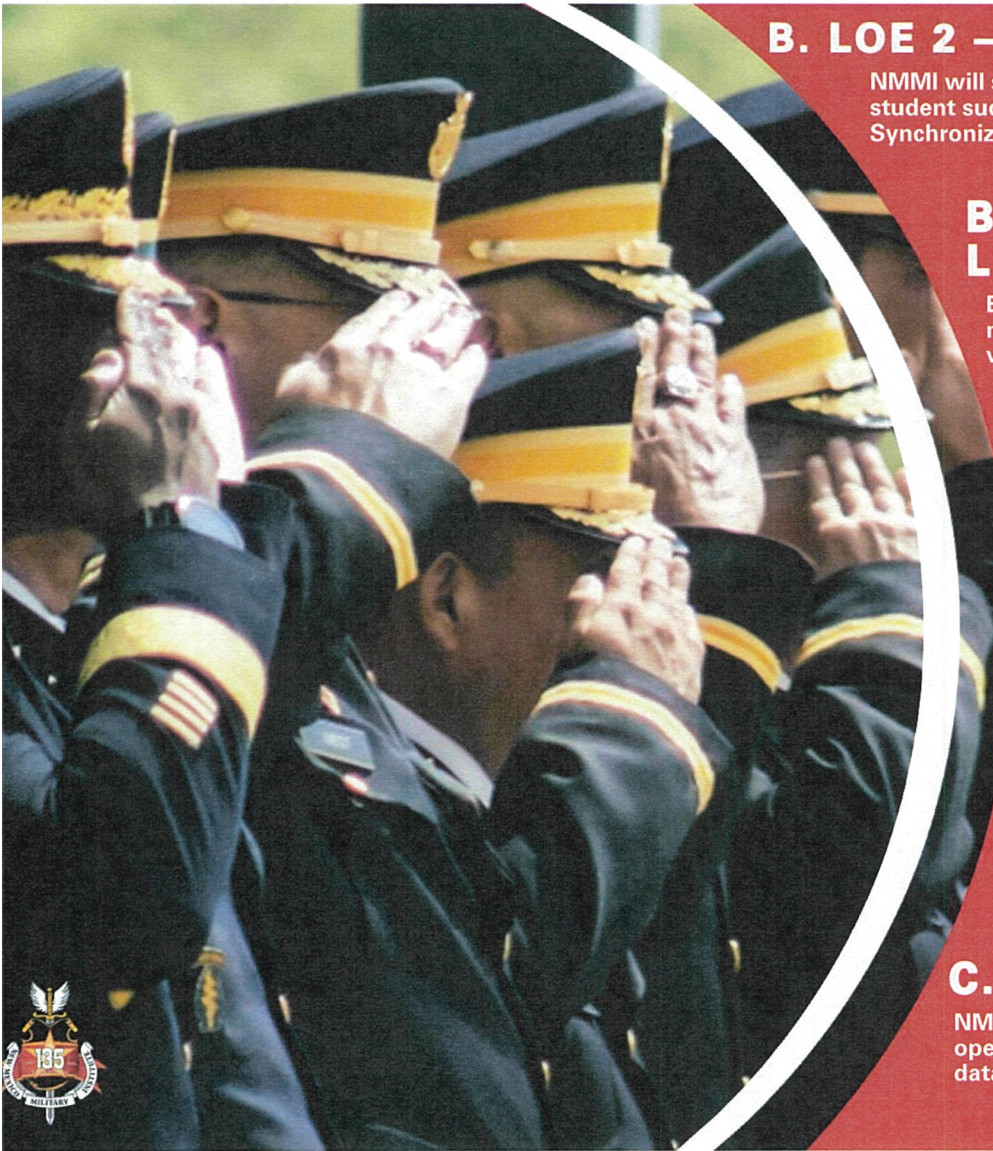
A. LOE 1 – GOAL 4 – ACCREDITATION

NMMI will strengthen accreditation readiness across secondary and postsecondary programs by building institutional continuity, fostering data-driven decision-making, engaging stakeholders, and promoting continuous improvement. Through collaboration and responsiveness, aim to exceed accreditation benchmarks and elevate its reputation as a leader in academic and character-based education.

B. LOE – GOAL 5 – GLOBAL ENROLLMENT

NMMI will deliver a customer-focused experience for every cadet and family while achieving and sustaining maximum capacity through strategic realignment, targeted recruitment, and strong retention efforts. We will expand and diversify enrollment pipelines—domestic and international—and enhance support systems to ensure long-term success. Leveraging organizational restructuring, integrated technology, and data-driven outreach, NMMI will maintain full enrollment and a healthy waitlist, reinforcing its position as a premier global destination for leadership development.





B. LOE 2 – GOAL 6 – ADVANCING ACADEMIC PROWESS

NMMI will synchronize the schedules for Academics, Athletics, and Character/Leadership to prioritize student success and retention. Enhance programs to increase student success and retention. Synchronization of academics, athletics, leadership; curriculum innovation; student support.

B. LOE 2 – GOAL 7 – INVEST IN LEADERSHIP, STAFF & FACULTY

Empower the Corps of Cadets by investing in professional growth, mentorship, and role modeling of faculty and staff—ensuring they are equipped to lead, inspire, and uphold the values of NMMI.

B. LOE 2 – GOAL 8 – COMPETITIVE ATHLETICS

NMMI will foster a championship culture that integrates excellence in academics, athletics, and community engagement. Build and sustain competitive athletic programs that reflect NMMI's core values—Duty, Honor, and Achievement—through equitable facilities, athlete well-being initiatives, gender equity, and sustainable scholarship and funding strategies. Athletics at NMMI are not only a platform for physical development but a vital component of leadership, discipline, and institutional pride.

C. LOE 3 – GOAL 9 – FACILITIES MASTER PLAN

NMMI will enhance campus effectiveness through a future-focused strategy that strengthens infrastructure, boosts operational efficiency, and ensures safe, accessible, and high-quality environments for Cadets, Faculty, Staff, and guests—guided by capital forecasting, proactive maintenance, strategic renovations, and APPA standards

C. LOE 3 – GOAL 10 – GLOBAL ENROLLMENT

NMMI will modernize its Student Information System (SIS), workflow management, and operational infrastructure to meet 21st-century standards—enhancing institutional efficiency, data integrity, and user experience across academic and administrative functions.



Q/A



FACILITIES MASTER PLAN



CAMPUS HISTORY

Since its founding in 1891, the New Mexico Military Institute has pursued a singular mission: to develop leaders through a rigorous blend of academic education and military discipline. Over the past century, the physical evolution of the campus has both reflected and reinforced that mission, with facilities designed to support the intellectual, physical, and moral development of cadets.

“From its inception the Institute has stressed a rigorous regimen of physical fitness, with its motto: *mens sana in corpore sano* (healthy mind in a healthy body).”

The New Mexico Military Institute Centennial History, William T. Gibbs and Eugene T. Jackman

In its early years, NMMI established a strong architectural identity through formal, durable construction that symbolized permanence, order, and structure—core values of the Institute. As the campus transitioned to state support in 1893, when the territorial legislature included tax levy for the benefit of public schools, funding became central to its long-term growth and led to the development of essential academic, residential, and training facilities.

NMMI's early growth was tied to strong political relationships. New Mexico was a territory and did not attain statehood until 1912. The Morrill Acts (1862 and 1890) provided land grants to states to establish colleges focused on agriculture, mechanical arts, and military tactics.

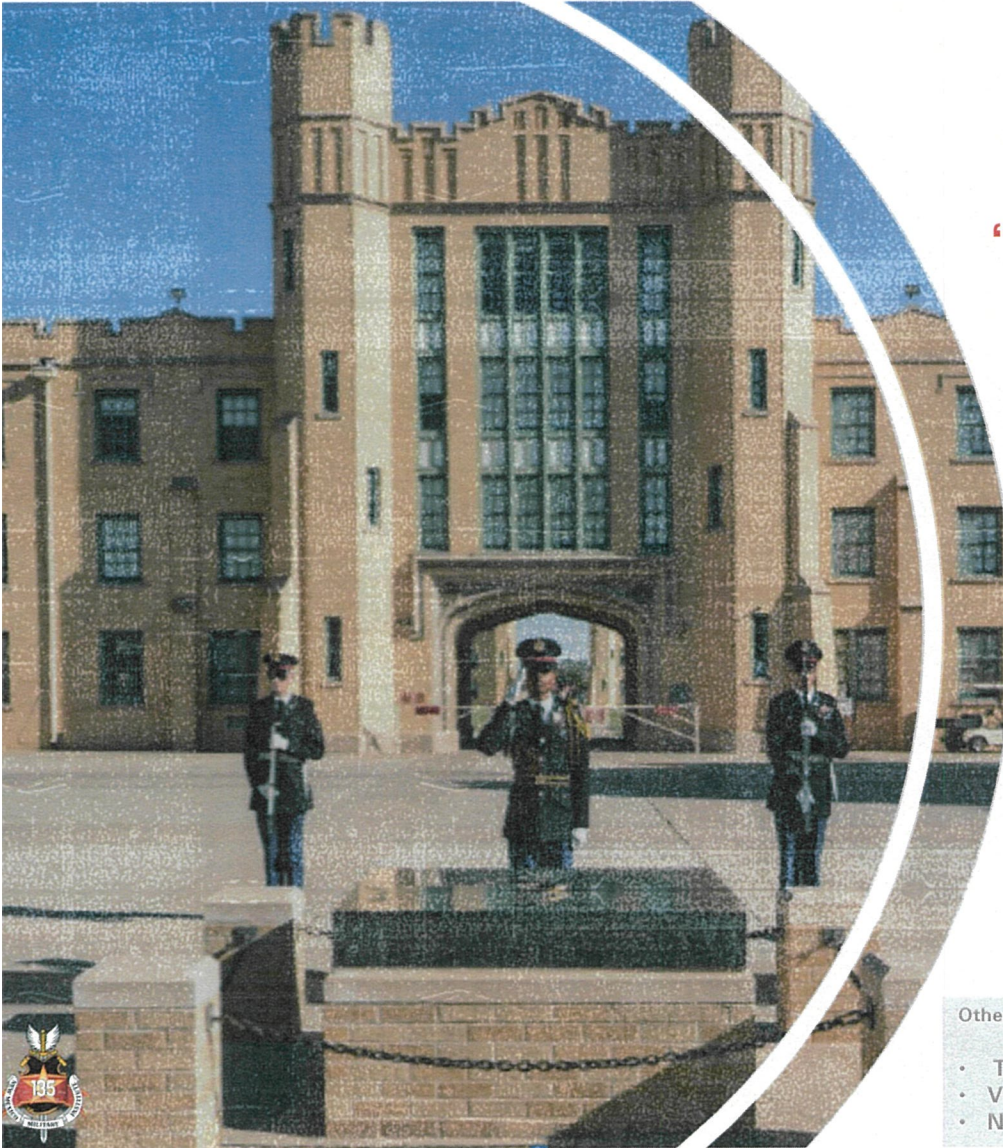
NMMI was granted land-grant status based upon the focus on military tactics. This designation provided federal land grants to each state to establish and fund public institutions. States could then sell federal lands to generate revenue for the colleges. The land-grant designation and the associated funding secured the funding future of the institution but also led to identification with peer institutions. There were patterns for campus and architectural design that inspired the exceptional Roswell campus realized today.

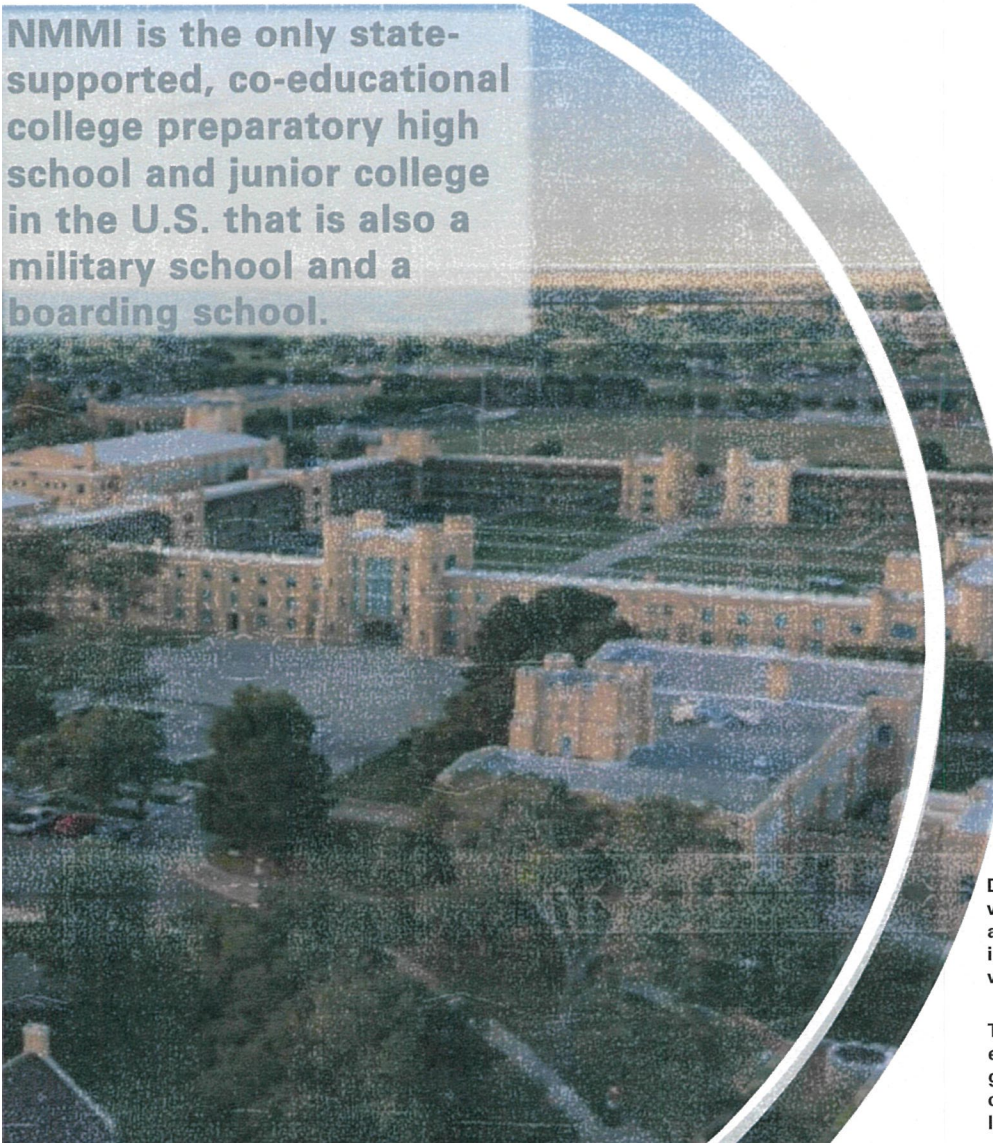
Beginning in 1901 with bond authorization approval, NMMI began their long association with I.H. and W. M. Rapp Brothers, Architects, to draft a general plan for buildings and grounds. The firm was located in Trinidad, Colorado, but had experience in Carbondale, Illinois. The firm had already been recognized for work in Santa Fe (Territorial Capital, La Fonda Hotel) and Las Vegas, NM. Design of Hagerman Barracks borrows from the design of Altgeld Hall at Southern Illinois University. The military gothic style that defines the NMMI campus is modeled after Virginia Military Institute. The NMMI campus was further defined by Rapp's choice of the yellow “buff pressed brick,” also called Kansas brick. NMMI has continued the commitment to this construction material, and it has defined the general appearance and sense of place for the campus.

Throughout the 20th century, campus expansion was closely tied to the evolving needs of cadet life and education. New classroom buildings, barracks, and athletic facilities were added as enrollment increased and programs expanded. Funding for these developments came from a combination of state general obligation bonds, capital outlay appropriations, and periodic federal or military-aligned grants.

Other notable institutions with strong military traditions are considered beneficiaries of the land-grant concept:

- Texas A&M University
- Virginia Tech
- Norwich University (Vermont)
- The Citadel (South Carolina)
- University of North Georgia
- Virginia Military Institute





NMMI is the only state-supported, co-educational college preparatory high school and junior college in the U.S. that is also a military school and a boarding school.

FUNDING CHALLENGES

In the past, NMMI was not eligible for funding through the Public School Facilities Authority (PSFA). Funding was considered only through the New Mexico Higher Education Department's process due to its junior college status.

As of 2025, Senate Bill 280 amended the definition of "constitutional special schools" in the Public School Capital Outlay Act to include NMMI.

NMMI is now able to apply for capital funding from both the New Mexico Public School Facilities Authority (PSFA) and New Mexico Higher Education Department (NMHED). The reclassification of NMMI to apply for PSFA funding is a new strategic opportunity.

Junior colleges in New Mexico receive a significantly larger portion of their funding from local appropriations, often from local property taxes. Roswell is a small community without a large tax base.

General Obligation (GO) bonds have included funding for NMMI. They are state-wide initiatives approved by NM voters and are not specific to the City of Roswell. NMMI and Roswell Independent School District express support for GO bond initiatives that benefit NMMI because they benefit the local community.

Four-year institutions receive a larger share of state appropriations compared to junior colleges. Key financial challenges include the following:

- Revenue Concentration Risk - 45% tied to investment returns outside institutional control.
- Limited Revenue Diversification - No tax authority, constrained tuition flexibility, small auxiliary margin.
- Capital Funding Constraints - Small bond capacity, political capital funding process, delayed project timelines.
- Enrollment Sensitivity - Tuition-driven revenue vulnerable to demographic and competitive pressures.
- Political Dependency - State appropriations and bond funding depend on legislative and voter decisions.

Key strengths include the following:

- Permanent fund provides long-term financial foundation.
- Five-year smoothing protects against extreme volatility.
- Clean audits indicate strong fiscal management.
- Access to state bond programs when approved.
- Land-grant structure provides enduring asset base.

Despite a legacy of mission-driven development, NMMI now faces the challenge of maintaining aging infrastructure while responding to changing programmatic needs and modern expectations. The burden of deferred maintenance and the need to modernize critical systems place increasing pressure on limited capital resources. Delayed investment in infrastructure has increased the cost and places the institution at risk for reliable heating, cooling, water distribution, and overall institutional resilience.

The current Master Plan represents an opportunity to refocus NMMI's physical development around its mission, ensuring that future investment is not only responsive to immediate needs, but aligned with long-term strategic goals. The plan prioritizes spaces that support cadet life and honors the historical and cultural significance of the campus. The Plan, as described in the Vision section, aims to build on NMMI's strong foundation and position the Institute for the next generation of cadets

| FUNDING ISSUE | FUNDING CHALLENGE |
|--|---|
| <p>Heavy Dependence on the Land-Grant / Permanent Fund (approx. 45% of Revenue) Market Volatility Risk. Nearly half of NMMI's annual revenue depends on:</p> <ul style="list-style-type: none"> Royalties from State trust lands Investment performance of the NMM State Investment Council (SIC) A five-year rolling average payout formula (smooths volatility but creates lag effects) | <p>NMMI does not control investment strategy or land management, but bears financial risk without direct control.</p> <ul style="list-style-type: none"> Limited responsiveness to changing conditions Revenue compression during prolonged downturns Structural inflexibility in budgeting |
| <p>No Local Taxing Authority.</p> | <p>NMMI cannot levy local property taxes.</p> <ul style="list-style-type: none"> No voter-approved recurring and predictable revenue No local backstop during economic downturns Greater dependence on state-level and investment-driven funding |
| <p>Tuition and Fee Constraints due to statute (NMSA).</p> | <p>Raising tuition may reduce competitiveness and there is increased competition for students.</p> |
| <p>Limited Bonding Capacity</p> <ul style="list-style-type: none"> Typical issuance is under \$20M Bonds must be repaid from existing revenue streams Used mainly for capital projects not fully funded elsewhere | <p>Without a tax base, NMMI cannot leverage large capital expansions easily.</p> <ul style="list-style-type: none"> Dept capacity is constrained by revenue structure Major infrastructure upgrades are difficult without state support Space policy restrictions (HED/PSFA) limit project eligibility |
| <p>State Appropriations for Instructional and General funds support operations and help with athletic travel and scholarships.</p> | <p>State Appropriation is tied to political risk and budget unpredictability for long-term planning.</p> <ul style="list-style-type: none"> Subject to annual legislative appropriation Vulnerable to state budget Cycles |
| <p>NMMI depends upon Capital Funding from direct legislative allocations, severance tax bonds, and voter approved general obligation (GO) bonds.</p> <p><i>Q: when was the last time NMMI did a GO bond?</i></p> | <p>Capital planning is slow and uncertain.</p> <ul style="list-style-type: none"> Long development timelines Competition with other institutions GO bonds require statewide voter approval Severance tax bonds depend on state revenue conditions |
| <p>NMMI Foundation Support funds scholarships.</p> | <p>NMMI Foundation offers limited operational support or capital campaign leverage.</p> <ul style="list-style-type: none"> Does not contribute to the building of a quasi-endowment Can't participate in faculty innovation, or program expansion. |



REGIONAL FEATURES

Challenges in High School and Higher Education Enrollment

Across the U.S., institutions serving both high school and post-secondary students face enrollment pressures, and NMMI is no exception. Shifting demographics, declining birth rates, and changing attitudes toward traditional education pathways have all contributed to fluctuating enrollment figures. For military and boarding institutions in particular, families are increasingly weighing cost, distance from home, and perceived career outcomes when choosing schools.

In this context, NMMI's dual role as both a high school and a junior college presents challenges and opportunities. The Institute must maintain relevance in a rapidly evolving educational landscape, where flexibility, career readiness, and student well-being are central to decision-making. The master plan responds to these realities by proposing spaces and systems that support a more dynamic, personalized educational experience—one that reinforces NMMI's strengths while adapting to new expectations.

Climate and Place

NMMI's campus is uniquely situated in the high plains of southeastern New Mexico, and features arid climate, open skies, and broad landscapes. The area is defined as the Chihuahuan Desert ecoregion. With hot summers, mild winters, and low annual precipitation, the region's climate places a premium on smart resource use—particularly water and shade. Temperature swings between day and night are also significant, shaping material choices, energy strategies, and outdoor use patterns.

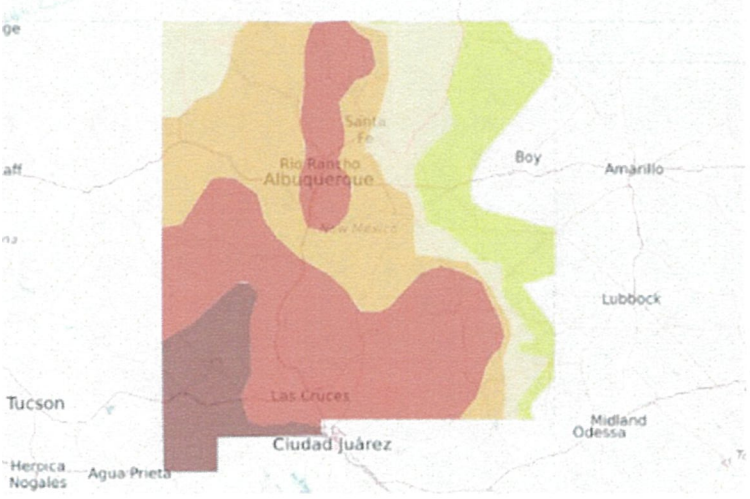
Roswell has experienced a drought that has been prolonged. While droughts are historically cyclical, the current drought is classified as a megadrought and has lasted over two decades. The landscape of the NMMI campus features green spaces – with carefully maintained turf areas and plantings. Many of the turf areas are integral to marching traditions and contribute to the campus identity.

Green vs Less Green

The Master Plan Site Plan presented in the Vision section of this document explores what the campus could look like with key areas maintained as green and other areas defined and relandscaped with less green planting approaches. The less green spaces would focus on the diverse range of plants that offer color and interest, but are drought-tolerant and incorporate the use of native plants.

Introducing planted areas that are less green ensures that well maintained landscaped areas are contributing to the NMMI campus image. Resources will continue to be dedicated to the high priority green spaces.

A tree survey is recommended to identify tree species and age. The study will guide planned tree removal of aging and ill trees. The study will also recommend young trees and species for replacement.



| | |
|----------|---------------------|
| Roswell | Extreme Drought |
| Roy | Abnormally Dry |
| Springer | Abnormally Dry |
| Watrous | Moderate Drought |
| Willard | Severe Drought |
| Columbus | Exceptional Drought |
| Hope | Extreme Drought |
| Pie Town | Extreme Drought |

FACILITIES CONDITION INDEX

The Facility Condition Index (FCI) Process

Understanding the condition of NMMI facilities is fundamental to the planning process. The process of facilities assessment is required by the NM Higher Education Department as part of their statutory authority for capital expenditures. This document identifies infrastructure renovation and expansion projects responding to highest priority and significant need.

A systematic assessment of facilities requires a metric to assess and compare facility condition. The evaluation of NMMI facilities followed a standard industry planning practice to measure a constructed asset's condition at a specific point in time. The facility condition index (FCI) is a decimal value used in facilities management to provide a benchmark to compare the relative condition of a group of facilities. It is a measurement tool and is expressed as a percentage.

$$\text{FCI} = \frac{\text{Cost of Total Deferred Maintenance}}{\text{Current Replacement Value}}$$

FCI values fall along the following scale and allow comparison of the condition of all NMMI facilities, understand capital funding needs and explore priorities.



A low FCI indicates either a recently-built or a good building in need of typical maintenance. A

high FCI indicates a building with critical needs usually including replacement of building systems and/or components.

Requests for project funding identified in the NMMI Master Plan always return to the Facility Condition Index Score (FCI) as a basis of justification and required explanation of the targeted FCI that the proposed project completion would achieve.

The FCI provides a comprehensive view of campus facilities and allows discussion of the following types of questions:

- | Is the degraded condition of the building harmful to the institutional mission?
- | What new uses will revitalize historic buildings?
- | Would there be greater value to build new facilities for specific needs?

Assessment information included sitework and building deferred maintenance costs. FCI, as a metric, does not include sitework. Summary information continues to include sitework information because it is relevant to planning goals. It is presented alongside FCI data.

Sitework on the NMMI campus fulfills a distinct requirement when compared to other institutions. The outdoor spaces support military ceremony and tradition which are integral to NMMI.

All buildings on the campus were assessed by a multi-disciplinary and sitework team to document the building condition. The team included Civil Engineers, Landscape Architects, Architects, Mechanical Engineers, and Electrical Engineers. Opinions of Probable Cost (OPC) were developed for each building based upon the assessment data. Building condition items were categorized using the UniFormat building

classification system. UniFormat is a method for organizing construction information based on the functional elements or systems of a building, rather than the materials used to construct them. For example the category Shell would include all materials used to enclose the building including roofing, masonry, doors, and windows. UniFormat classification is an accepted planning standard to consistently organize and analyze building data throughout the project lifecycle. For NMMI, the data is useful for preliminary design planning and facilities management.

Opinions of Probable Cost (OPC)

A cost estimator is an integral member of the planning team. They are independent of the assessment process and gather cost data from construction trends in the Roswell area and the region.

The FCI process (as described in Section 4.1) relies upon the building assessments to provide data for Sitework and Deferred Maintenance cost, as displayed in Power BI. The OPC process assumes that repairs and maintenance work occurs within the next 3-5 years. The OPC for a Capital Planning Project is a longer range and is expected to occur within the next 4-10 years.

OPC values include design contingency, cost increase factors, and soft cost factors to represent a total project cost. The OPC also includes a factor to account for the New Mexico Gross Receipts Tax (NMGR).T).

All OPC's are challenged by a volatile economy which includes increased costs of materials and changes to material supply. All industries are impacted by these unknowns and the construction industry will remain in a state of instability, inflation, and price fluctuation for the foreseeable future. Institutional strategies include revisiting cost and needs annually.

Opinions of Probable Cost (OPC) is an estimate for an upcoming project that is still in the planning or conceptual stages. It is a high-level overview of a complex project. It is based upon pricing opinions that are likely to change as the project develops.

THE OPC IS:

- | A way to better understand what an upcoming project could cost and determine financial feasibility.
- | A tool used to create a budget to request funding.
- | A forecast providing general understanding of future project costs based on currently-available information.

THE OPC IS NOT:

- | A quote.
- | A guaranteed price of final project costs.
- | Based on a fully detailed set of plans and product requirements for construction.



FACILITIES CONDITION INDEX

Power BI is an interactive data visualization software developed by Microsoft. This tool was used to evaluate and understand data gathered during the NMMI Master Plan Assessment work. The software relates unrelated sources of data into visually immersive and interactive information.

For example: FCI of a building combined with your campus map. Power BI data is cloud based. You need to access data via the link provided to be able to have full interactive capability. Select this [LINK](#) to the Power BI cloud-based location displaying all facility information for NMMI. The following exports from Power BI highlight key features and show how overall campus and specific building data is displayed.

NMMI | FCI VALUES - CAMPUS MAP

Hover over buildings for building name. Select the building name on the summary table and the FCI value will appear on the FCI value dial. Buildings are ranked from highest (deferred value) to lowest and include color coding to the FCI grouping (good, fair, poor, and critical).

NMMI | FCI VALUES - GOLF COURSE

NMMI | CAMPUS LOOP

View whether a building is on the loop or not on the loop.

NMMI | SITWORK VS DEFERRED MAINTENANCE

View the total of Deferred Maintenance and the total of Sitework.

NMMI | DEFERRED MAINTENANCE BY UNIFORMAT

View the Deferred Maintenance value displayed by UniFormat category. A Key identifies the color and building system.

NMMI | ENROLLMENT TREND

Bar chart showing High School and Jr. College enrollment over the last ten years.

NMMI | HAGERMAN & SAUNDERS

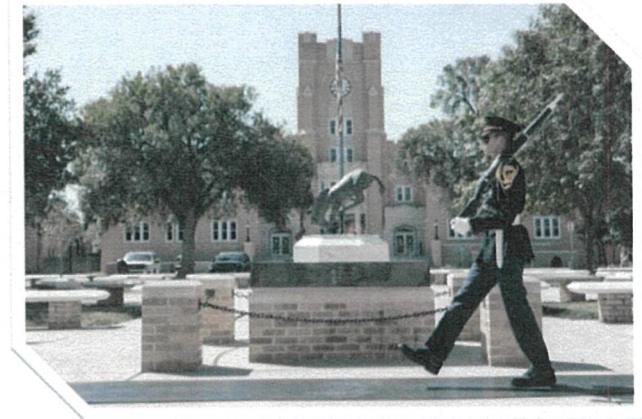
- View the assigned rooms and occupancy (# beds per room).
- Hover over graphic to display room number & occupancy.

The Power BI tool has helped provide a strong visual to explain the Facilities Condition Index (FCI). All buildings required maintenance, but the FCI shows how the deferred maintenance need can be summarized as a percentage and campus building need can be evaluated for each building.

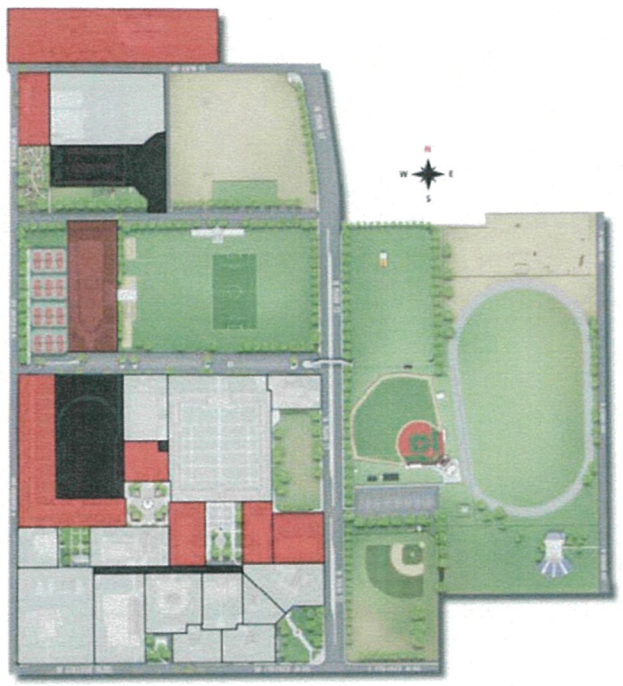
It is important to keep in mind that assessment information included sitework and building deferred maintenance costs. FCI, as a metric, does not include sitework. Summary information continues to include sitework information because it is relevant to planning goals. It is presented alongside FCI data.

Power BI data lists priority outdoor spaces in the FCI data because of their institutional significance to NMMI. Examples include Duty Pedestrian Mall and Colt Football Field.

The NMMI facilities in the critical FCI category (a value exceeding 31%) are the Wye Building, Colt Football Field, Duty Pedestrian Mall, and the Facilities Building. The high FCI score led to the development of recommended capital plan projects presented in the Section 05 Vision. The Wye Building is the facility that controls the campus loop system. The high FCI value led to the discussion of the campus water system in Section 4.3. The benefit of Power BI as a visual tool is to allow focus on the big issues. As data was collected, the campus loop system emerged as the highest priority project.



GOLF COURSE MAP

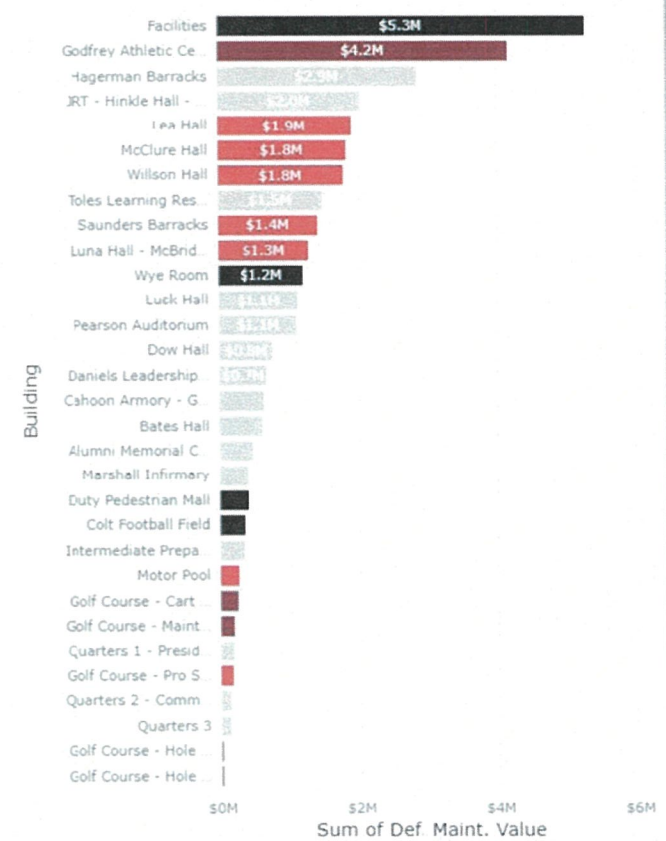


| Building | Sum of Def. Maint. Value | FCI_Category |
|---|--------------------------|--------------|
| Alumni Memorial Chapel | \$493,000 | 01 Good |
| Bates Hall | \$630,000 | 01 Good |
| Cahoon Armory - Gym | \$656,000 | 01 Good |
| Colt Football Field | \$350,670 | 04 Critical |
| Daniels Leadership Center | \$688,000 | 01 Good |
| Dow Hall | \$772,000 | 01 Good |
| Duty Pedestrian Mall | \$406,900 | 04 Critical |
| Facilities | \$5,259,000 | 04 Critical |
| Godfrey Athletic Center | \$4,163,000 | 03 Poor |
| Golf Course - Cart Storage and Charging | \$247,000 | 03 Poor |
| Golf Course - Hole 15 Restroom | \$22,000 | 03 Poor |
| Golf Course - Hole 17 Restroom | \$22,000 | 03 Poor |
| Golf Course - Maintenance | \$191,000 | 03 Poor |
| Golf Course - Pro Shop | \$170,000 | 02 Fair |
| Hagerman Barracks | \$2,856,000 | 01 Good |
| Intermediate Preparatory Academy | \$347,000 | 01 Good |
| JRT - Hinkle Hall - VMV | \$2,047,000 | 01 Good |
| Lea Hall | \$1,914,000 | 02 Fair |
| Luna Hall - McBride Museum | \$1,293,000 | 02 Fair |
| Lusk Hall | \$1,142,000 | 01 Good |
| Marshall Infirmary | \$429,000 | 01 Good |
| McClure Hall | \$1,836,000 | 02 Fair |
| Motor Pool | \$259,000 | 02 Fair |
| Pearson Auditorium | \$1,122,000 | 01 Good |
| Total | \$33,705,770 | |

Building

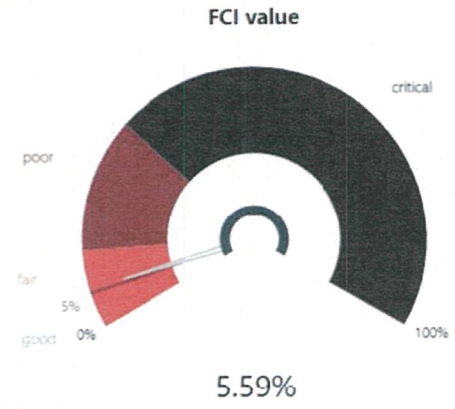
Deferred Maintenance Values

FCI_Category = 01 Good ● 02 Fair ● 03 Poor ● 04 Critical



01 Good ● 02 Fair ● 03 Poor ● 04 Critical

Total Deferred Maintenance Value (Campus + Golf Course):
\$33,705,770

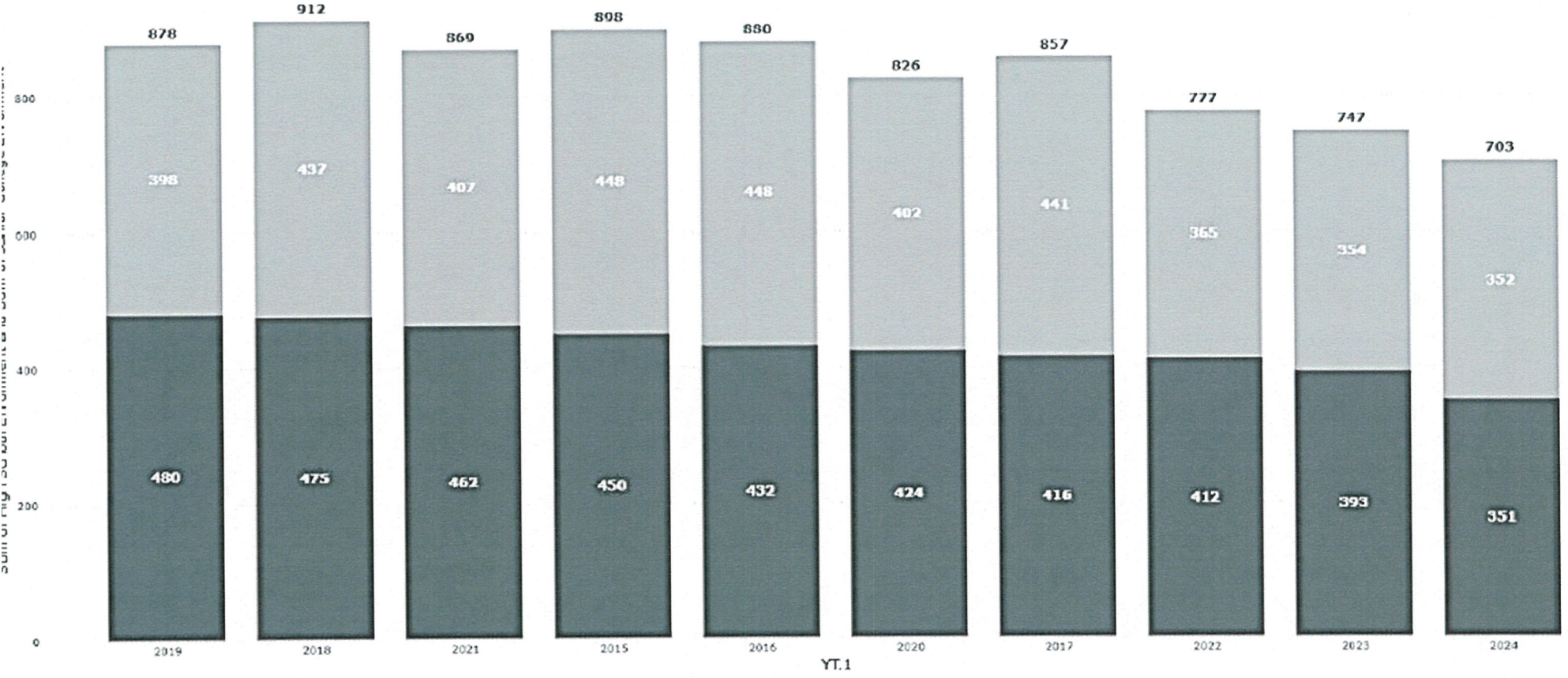


NMMI | FCI CAMPUS VALUES



NMMI | ENROLLMENT TREND

Sum of High School Enrollment • Sum of Junior College Enrollment



Enrollment data is shown from 2019 to 2024 and shows High School vs Junior College enrollment. In this view the bar chart is sorted by High School Enrollment.



CAMPUS WATER SYSTEM

The planning team evaluated the campus water system to determine appropriate solutions for the high level of corrosion observed on water distribution piping. Corrosion is a concerning issue because it is not readily seen but can lead to failure if not corrected. The overall taste of water was repeatedly mentioned as a concern and the NMMI community purchases bottled water.

The campus water system issues were elevated to Capital Project recommendations to emphasize the seriousness of the issue. Often capital projects focus on showcase buildings because these projects are easier to fund. It is a challenge to dedicate large funds to hidden infrastructure issues, but it is fundamental to good campus stewardship.

There are two primary campus water systems:

- | Closed hot and cold-water loops for climate control.
- | Domestic potable water system.

The Hot Water Loop was updated over 20 years ago with a sleeving process that routes new PVC pipe within an existing iron pipe. This work has improved some of the water quality issues. It is believed that additional hot water corrosion is the result of small areas of pipe transition (from iron to PVC) that has been identified in the FCI Deferred Maintenance scope at each building connection to the loop.

The Cold-Water Loop has not been updated and needs repair. The entire replacement of the Cold-Water Loop has been identified in the FCI Deferred Maintenance scope for the Wye Building (the underground location of the primary campus loop equipment).

Potable domestic piping . been replaced within numerous renovation projects and significant work has been in process within the last six months. For example, Cahoon Armory Renovation included new plumbing supply piping.

Bates Hall, currently under construction, includes new restrooms and associated supply piping.

A water treatment system is included in the Capital Project recommendations. The treatment systems would be located at the top six potable water facilities based upon water use records. The buildings include Bates, Saunders Barracks, Hagerman Barracks, JRT/Hinkle/VMV, Cahoon Armory, and Godfrey Athletic Center.

Location of water treatments systems at each building allow the solution to be implemented in phases and respond to the reality of numerous points of entry from the municipal system to the campus. Outdoor water fountains would be supplied by treated water from the nearest adjacent building.

BACKGROUND & ENGINEERING RECOMMENDATION

The New Mexico Military Institute (NMMI) uses an integrated water system that includes domestic use, irrigation, and closed hot/cold water loops for climate control. Treated water is purchased by NMMI from the Roswell Municipal Water System through 39 meters across the campus. Based on historical billing data NMMI's average water demand is 0.27 million gallons per day (MGD). If irrigation uses from the golf course are excluded, the demand drops to 0.103 MGD which includes domestic, heating, and cooling water. It is noted that irrigation systems are supported by both campus wells and municipal water.

Water purchased from the City of Roswell is sourced from 20 wells that are treated by chlorine injection. Records show that water quality does not exceed the pollutants included in the primary drinking water regulations provided by the EPA. Although this water is safe for consumption it exceeds values of typical drinking water for conductivity and hardness. Samples obtained from Chem-Aqua (NMMI vendor under contract) during service on the chilling system is summarized in the table.

| CITY OF ROSWELL WATER | |
|-----------------------|-------------------|
| CONSTITUENT | CONCENTRATION |
| Conductivity | 1730 (µs/cm) |
| pH | 7.7 |
| Total Alkalinity | 220 mg/L as CaCO3 |
| Total Hardness | 720 mg/L as CaCO3 |
| Calcium Hardness | 400 mg/L as CaCO3 |
| Chloride | 140 mg/L |

Table 1. City of Roswell Water Quality

The values for pH and Chloride fall below the Secondary Drinking Water Standard provided by the Environmental Protection Agency (EPA). The other constituents included are not currently regulated by the EPA but are elevated compared to typical drinking water ranges. In a document posted on the New Mexico Environmental Public Health's website, water with conductivity above 840 µs/cm is considered hard and the EPA recommends a value of less than 1,000 µs/cm for drinking water. The USGS considers total water hardness above 180 mg/L as CaCO3 as very hard, which is 1/4th of the values observed by Chem-Aqua.





Figure 1. Strainers



Figure 2. Flange

Water hardness will negatively impact water systems through the buildup of scale along pipe walls that lead to reduced capacity, reduced equipment life span, and high risk of corrosion. NMMI has experienced these issues in their domestic and hot/cold water systems. An example of this buildup can be seen in Figures 1 and 2.

As previously mentioned, NMMI has domestic, hot and cold water lines. The material and condition of many lines in these systems is currently unknown, but it is likely any remaining cast iron has reached its useful lifespan and should be replaced. A project was recently completed in the hot water system that sleeved cast iron lines with new HDPE lines. Review of historical records and potholing existing lines would be the next step in determining the scope and cost of a waterline replacement project.

Alongside waterline replacement, the addition of a treatment system to address hard water would benefit the NMMI system. Potential treatment systems include membrane filtration, ion exchange, and lime softening. Further analysis summarized in an Engineering Report would be required to make a proper recommendation on what treatment technique would best fit NMMI's needs. This Report would include sampling from an accredited lab, analysis of water demand, electrical requirements, waste disposal, and Opinions of Probable Cost for both startup and operation.

The Campus Loop - How big is this problem?

CURRENT CONDITION

The facilities staff report that the loop accounts for routine failures and constant budgeting for repairs of aging equipment. The Deferred Maintenance scope per building identified boilers or pumps for replacement. Campus loop maintenance costs also include contracts with preferred vendors for water testing and filtration to improve water quality before it enters the boilers or chillers.

RISKS OF CORROSION IN A CLOSED LOOP SYSTEM

- | Weakens pipe walls. Failure will disrupt campus operations. Burst pipes can lead to other associated infrastructure damage.
- | Damage and reduce the useful life of critical components like pumps, valves, boilers, and chillers.
- | Reduce system efficiency.
- | Reduce water flow and water pressure.
- | Increase repair costs and reduce system performance.
- | Discolored water.
- | Overall system deterioration and shortened lifespan.

BENEFITS OF CAMPUS LOOP UPGRADE

Investment in new water distribution piping and heating and cooling equipment would redirect the maintenance team from crisis management to facilities management. The maintenance program would shift to regular monitoring, water treatment, and preventative maintenance. The NMMI community would benefit from dependable and comfortable heating and cooling to support cadet life.

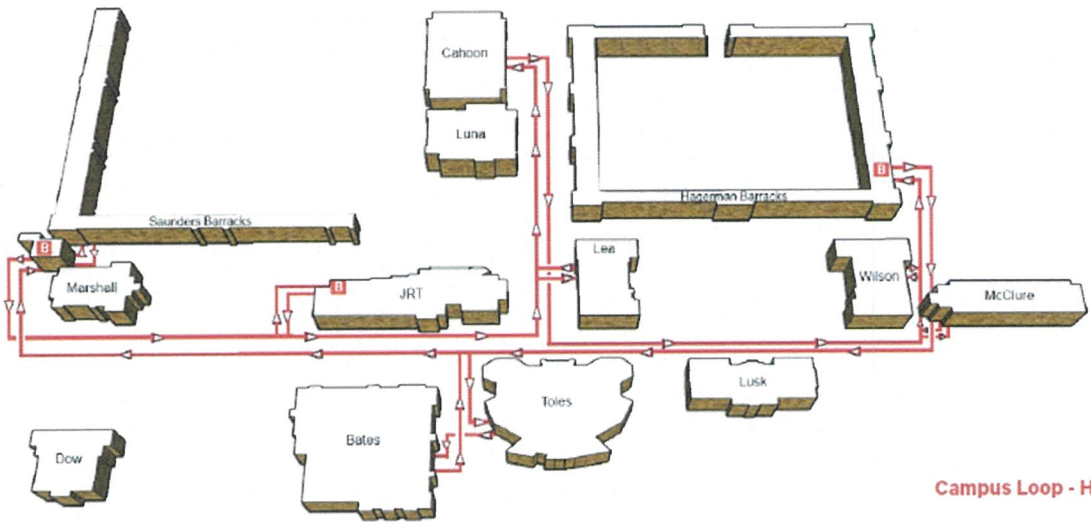
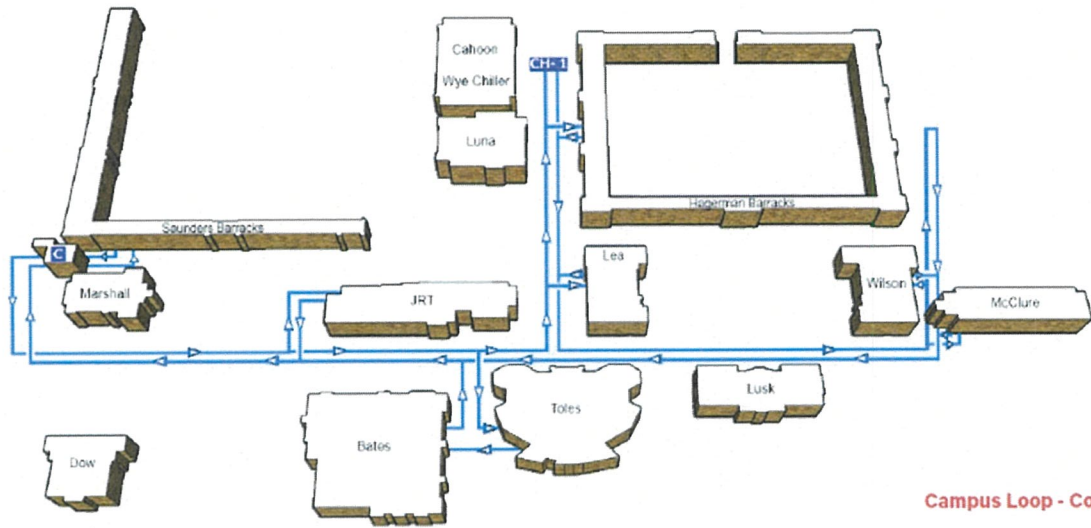
CAMPUS LOOP AND BUILDING CONNECTIVITY

Not all NMMI buildings are connected to the campus loop. The buildings with connection are located on the south side of the campus (Honor Blvd to College). Power BI, screen 3, identifies the building location, name, and type of connection to the loop. Connections vary from full connection to connection for only heating or only cooling. All diagrams of the campus loop point to an obvious

issue: The primary campus buildings depend upon the loop for some degree of heating and cooling. Loop failure will lead to the disruption of campus operations. Capital Plan Projects related to the campus loop include the cost of removing paving or grounds, installing new piping, abandoning old piping in place where possible, and replacing the paving and landscaping where disturbed. Large areas of paving to be improved include the Duty Boulevard Pedestrian area and the paved journey between Hagerman Barracks and Cahoon Armory (Hagerman West). The cost also includes equipment upgrades to the mechanical rooms at each building connected to the loop.

CAMPUS WATER SYSTEM





CAMPUS WATER SYSTEM



CAPITAL PLAN PROJECTS

| PRIOR. | DESCRIPTION | \$ | REMARKS/ASSOCIATED ACTIONS | NMMI VALUE |
|--------|---|---------|--|------------------|
| 1 | Central Campus Loop New Cold Water Loop Piping New paving and landscape at Duty Blvd | \$3M | Cold Water Loop Replacement Wye Building Maintenance Upgrade to Mechanical Rooms on Loop | CADET RESPONSIB. |
| 2 | Intermediate Preparatory Academy Purchase (Building now leased) Gym Addition Playground | \$29.5M | Develop 13,000 SF Gym with full Middle School competitive court; spectator seating, locker rooms & storage Restore playground displaced by Gym Addition | STRONG ACADEMICS |
| 3 | Women's Softball Field & Team Locker Room | \$3.5M | Training and competition facility for Women's High School and College Softball Located on the east side of Main St Team Locker Room Renovation at Cahoon Basement | PHYSICAL FITNESS |
| 4 | Track/Soccer Field 400 M Track Soccer Field | \$5.2M | On land previously leased to City of Roswell on the east side of Main St Restrooms Fenced Public Recreational Trail (outside of fence) | PHYSICAL FITNESS |
| 5 | Water Treatment | \$650K | Reverse Osmosis System at Bates, Saunders, Hagerman, JRT/Hinkle/VMV, Cahoon Armory, Godfrey Athletic Center | CADET RESPONSIB. |
| 6 | Facilities Building Facilities Maintenance Motor Pool | \$8M | Located on the west side of Kentucky Ave Consolidate all departments at one location | CADET RESPONSIB. |
| 7 | The Stables Basketball Courts Human Performance Education + Research | \$35M | Renovation of the historic stables Two Basketball courts with lockers, spectator seating, and support offices HPER Program Weight Room | PHYSICAL FITNESS |
| 8 | Student Union Welcome Center Cadet Store Welcome Center Student Union, Lounge, and Meeting Rooms Recreational Fitness and Food Service | \$11.5M | Addition to JRT/Hinkle/VMV facing Saunders Plaza and aligned with Marshall Hall Renovation of Ballroom, PX, and Lobby | STRONG ACADEMICS |
| 9 | Entry Gateway Masonry and precast stone gateway Steel fence | \$300K | Define a new visitor's entry from College Blvd to Duty (access to Student Union Welcome Center) Located at the NE and NW intersection of College Blvd and Kentucky Ave. Continue on the east side of Kentucky Ave to Duty Blvd | STRONG ACADEMICS |
| 10 | Outdoor Recreational Sand Volleyball | \$45K | Located north of the Tennis Courts | PHYSICAL FITNESS |

STRATEGIC ENGAGEMENT

The Steering Committee met in May and July 2025. The committee brings focus and institutional priorities to all discussions. Each member contributes perspective from their area of expertise. Planning work depends upon this balanced perspective to identify recommendations that lead to highest long-term benefit for NMMI.

WHAT FCI DATA TELLS US

The result of the facility assessment was data documenting the quality of building maintenance. The building standards for NMMI are very high. Enduring materials have been used for over one-hundred years.

The active maintenance of the campus facilities has been consistent and successful. The largest area of need is the degraded condition of the campus loop system (see Wye Building FCI). Key campus buildings connect to the loop and depend upon the reliability of the system and the associated equipment for heating and cooling. Replacement of the cold water loop is assigned a high priority on the Capital Plan Projects list.

There have been regular improvements and updating of areas that are most often used and require updating - restroom facilities, roofing, wall, and floor surfaces. Significant whole building renovation has occurred over the last twenty years.

The building with the highest FCI score is the Facilities Building which has occupied the historic Stable building. With an FCI rating of critical, the building is included on the Capital Plan Project list to be renovated to house Basketball and High Performance Education and Research. A new Facilities Complex has been planned for many years to be located on the west side of Kentucky and would consolidate Facilities, Maintenance, and the Motor Pool.

The most visible building shell issue is the continued aging of the Hagerman Barracks vertical circulation including steel stairs and railing systems. The correction required is included in the deferred maintenance for Hagerman. The scope of work includes replacement of all exterior stairs and modification to the guardrail railing system continuously at all floors. A sistering column strategy is proposed to replace the degraded part of columns which is typically located a few feet from grade.

Campus accessibility and improvement of paving surfaces is also identified in the Deferred Maintenance scope. The largest areas are the renovation of Duty Boulevard Pedestrian area and Saunders Plaza.



RENOVATION PROJECTS

Large capital projects gather a lot of attention and often include new construction and expansion projects, and support long-term institutional goals. However, foundational stewardship of institutional facilities hinges on the sustained, less glamorous work of renovation and routine maintenance.

Schedule Preventative Maintenance: The goal of preventative maintenance is to replace and upgrade building systems when they approach the end of their useful life and before the point of failure.

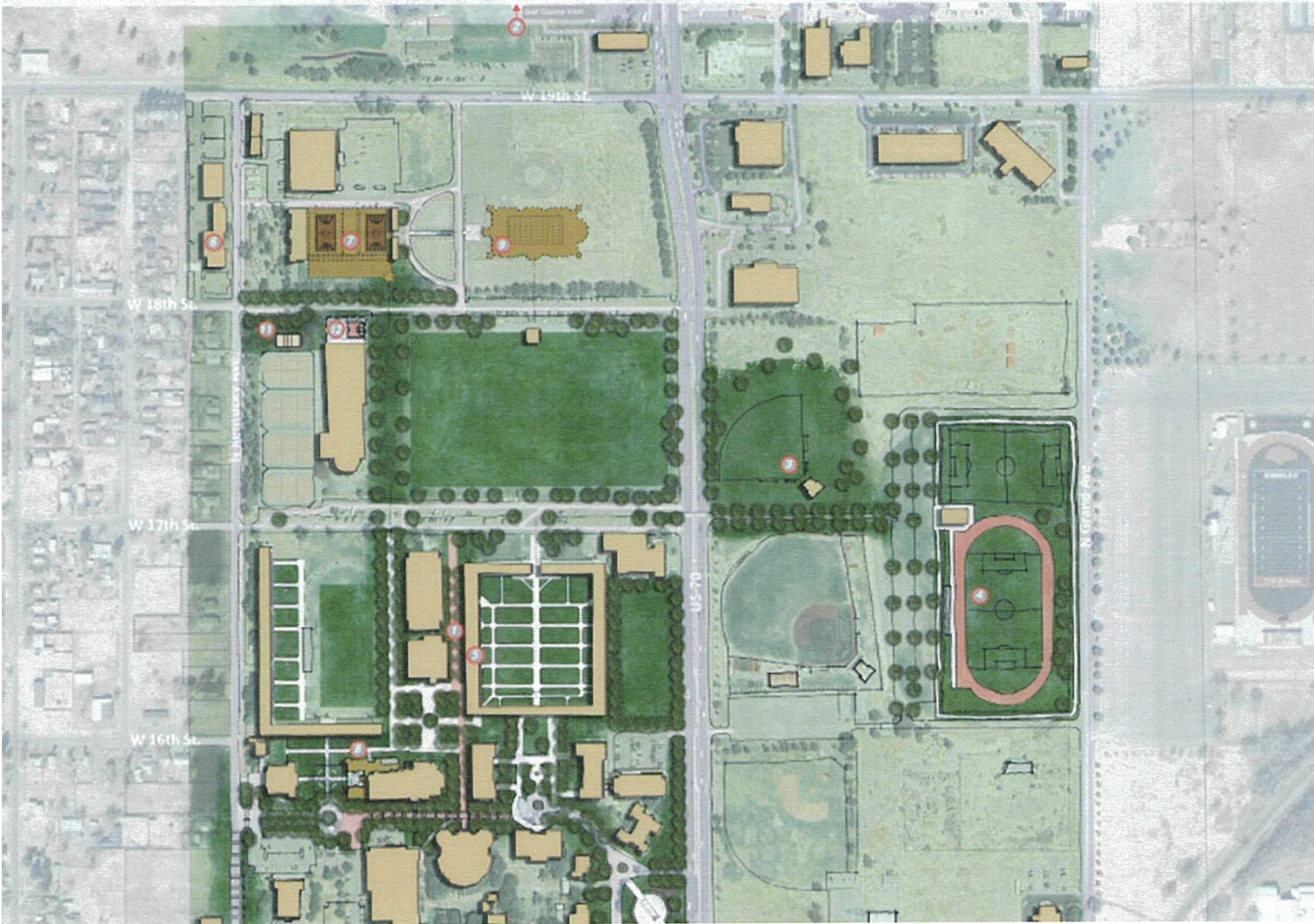
The Facilities Condition Index work identified the existing condition of the campus facilities. The following list shows renovation work organized by building or site area. The work is listed alphabetically, and not by priority.

| SITE AREA | RENOVATION SCOPE | \$ |
|---------------------------|--|---------|
| Alumni Chapel | Window repair, Painting, Accessible Seating, Carpet, Pulpit Access, Restroom Renovation, Domestic Supply Piping, HVAC, Electrical | \$400K |
| Bates | Roof, Domestic Supply Piping, Paving | \$441K |
| Cahoon Armory - Gym | Clean/Repoint Masonry, HVAC | \$326K |
| Commandant's Quarters | Clean/Repoint Masonry, Windows, Landscape/Irrigation | \$124K |
| Daniels | Roof, Windows, Landscape, Paving | \$558K |
| Dow | Clean/Repoint Masonry, Flooring, Ceiling, HVAC, Electrical, Tree roots/paving | \$641K |
| Godfrey | Clean/Repoint Masonry, Windows, Roof, Locker Room Renovation, Plumbing (sewer line), HVAC | \$320K |
| Hagerman | Egress Stair & Railing System, Replace Elevator Control System, HVAC, Electrical, Paving | \$1.02M |
| JRT/VMV | Clean/Repoint Masonry, Ceiling, Roof & Insulation (see Cap Plan for future), Domestic Supply Piping, HVAC, Electrical, Generator, Paving | \$1.7M |
| Lea | Clean/Repoint Masonry, Handrails, Stair Finish, Ceilings, HVAC, Electrical, AV, Generator, Paving | \$1.5M |
| Luna Hall / McBride | Clean/Repoint Masonry, Roof, HVAC | \$1.3M |
| Lusk | Clean/Repoint Masonry, Windows, Domestic Supply Piping, HVAC, Electrical, Paving | \$945K |
| Marshall | Clean/Repoint Masonry, Roof, Plumbing | \$347K |
| McClure | Clean/Repoint Masonry, Basement Windows, Painting, Flooring, Handrails, HVAC, Electrical, Lighting, Generator, Paving | \$1.5M |
| Pearson | Clean/Repoint Masonry, Roof, Organ, HVAC, Theater Lighting | \$938K |
| Saunders | Egress Stair & Railing System, Minor Millwork, Elevator Control System, Plumbing Fixtures & Piping, HVAC, Electrical, Paving | \$1.1M |
| Superintendent's Quarters | Clean/Repoint Masonry, Roof, Windows, Landscape/Irrigation | \$121K |
| Toles | Roof & Skylights, Plumbing, Restroom Renovation, HVAC, Electrical, Generator, Accessible Entry Paving | \$1.2M |
| Wilson | Clean/Repoint Masonry, Hardware Update, Accessible Restrooms, HVAC, Electrical, Generator, Paving | \$1.5M |

| SITE AREA | RENOVATION SCOPE | \$ |
|----------------------|--|--------|
| Achievement Blvd | Landscape, Asphalt Paving, Curb Modification (ADA) | \$524K |
| Alumni (Zia) Plaza | Landscape, Paving | \$604K |
| Bronco Plaza | Asphalt Paving, Landscape, Paving | \$286K |
| Duty Pedestrian Mall | Landscape, Paving, Lighting | \$407K |
| Honor Blvd | Landscape, Asphalt Paving, Curb Modification | \$794K |
| Saunders Plaza | Landscape, Paving, Bench Repair | \$289K |
| Stapp Parade | Asphalt Paving, Landscape, Paving | \$2.8M |
| Tennis Courts | Accessible route to courts | \$160K |



MASTER PLAN SITE PLAN



Legend

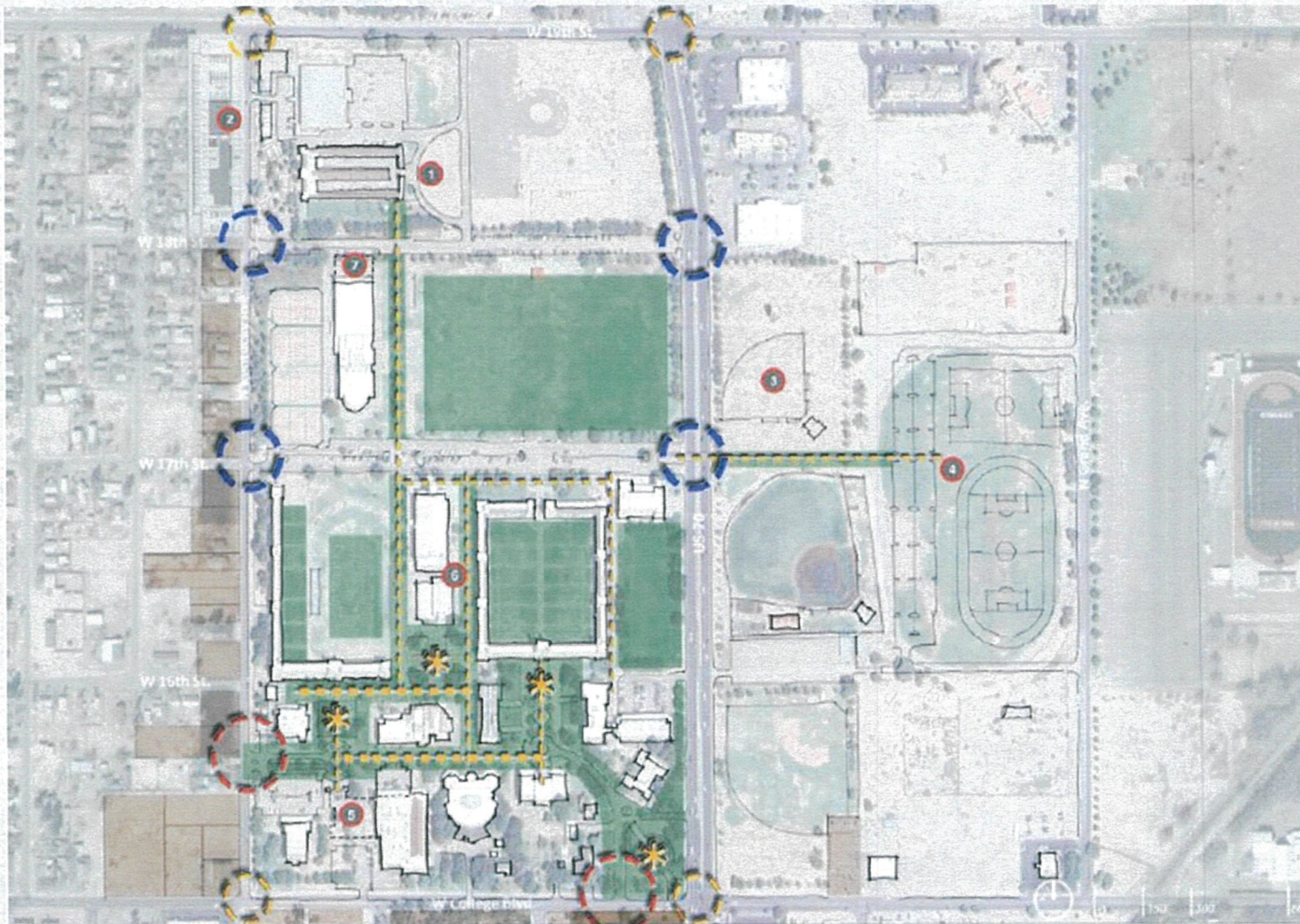
- key campus greens
- land owned by NMMI
- land owned by NMMI Foundation

Capital Projects (in order of priority)

- 1 Central Campus Loop
- 2 Intermediate Preparatory Academy
- 3 Women's Softball Field
- 4 Track / Soccer Field
- 5 Water Treatment
- 6 Facilities Building
- 7 The Stables (Basketball + HPER)
- 8 Student Union / Welcome Center
- 9 Natatorium
- 10 Entry Gateway
- 11 Outdoor Recreational Sand Volleyball
- 12 Outdoor Recreational Half-Court Basketball



MASTER PLAN CONCEPTS

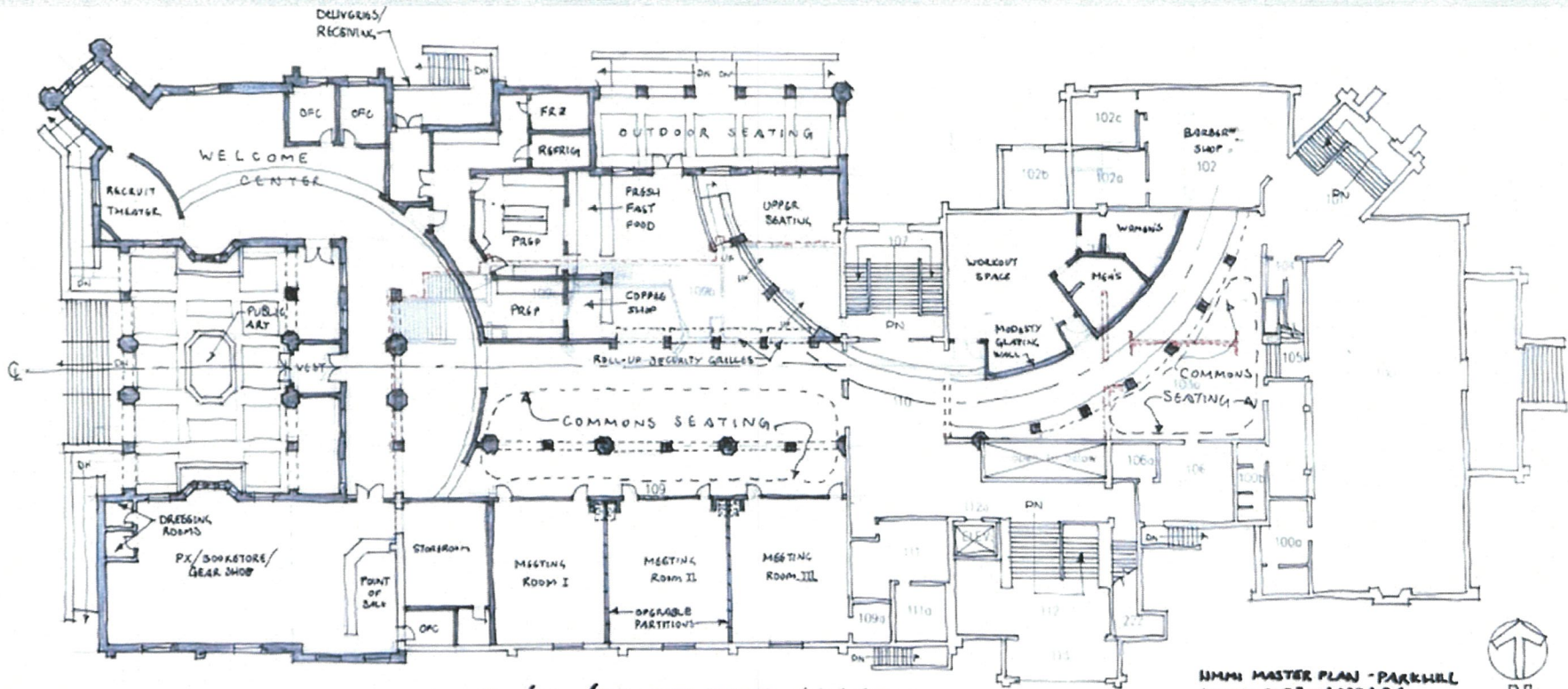


Legend

-  campus core gateway
-  campus gateway
-  campus identity
-  plaza improvements
-  pedestrian circulation
-  key campus greens
-  land owned by NMMI
-  land owned by NMMI Foundation (improved by others)
-  1 Stables Renovation (HPER)
-  2 Facilities Building
-  3 Softball
-  4 Track | Soccer
-  5 Student Services
-  6 Campus Loop
-  7 Basketball (outdoor/covered)



PRELIMINARY DESIGN CONCEPT



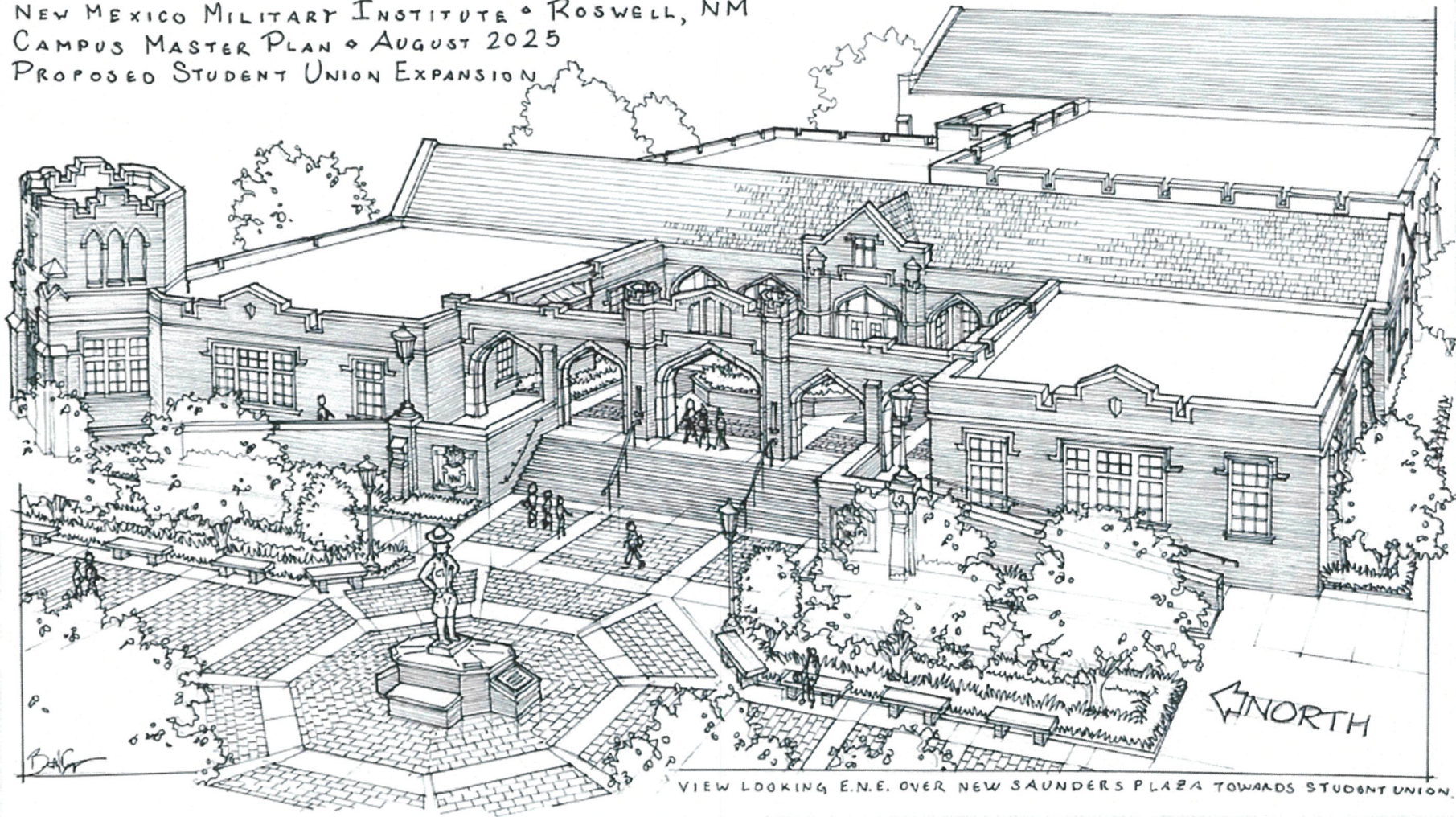
PROPOSED EXPANSION CONCEPT - JRT/VRV/STUDENT UNION 1/16"=1'-0" SCALE

NMMU MASTER PLAN - PARKHILL
AUGUST 2025 - 44434.24



PROPOSED VIEW FOR FINAL RENDERING

NEW MEXICO MILITARY INSTITUTE • ROSWELL, NM
CAMPUS MASTER PLAN • AUGUST 2025
PROPOSED STUDENT UNION EXPANSION



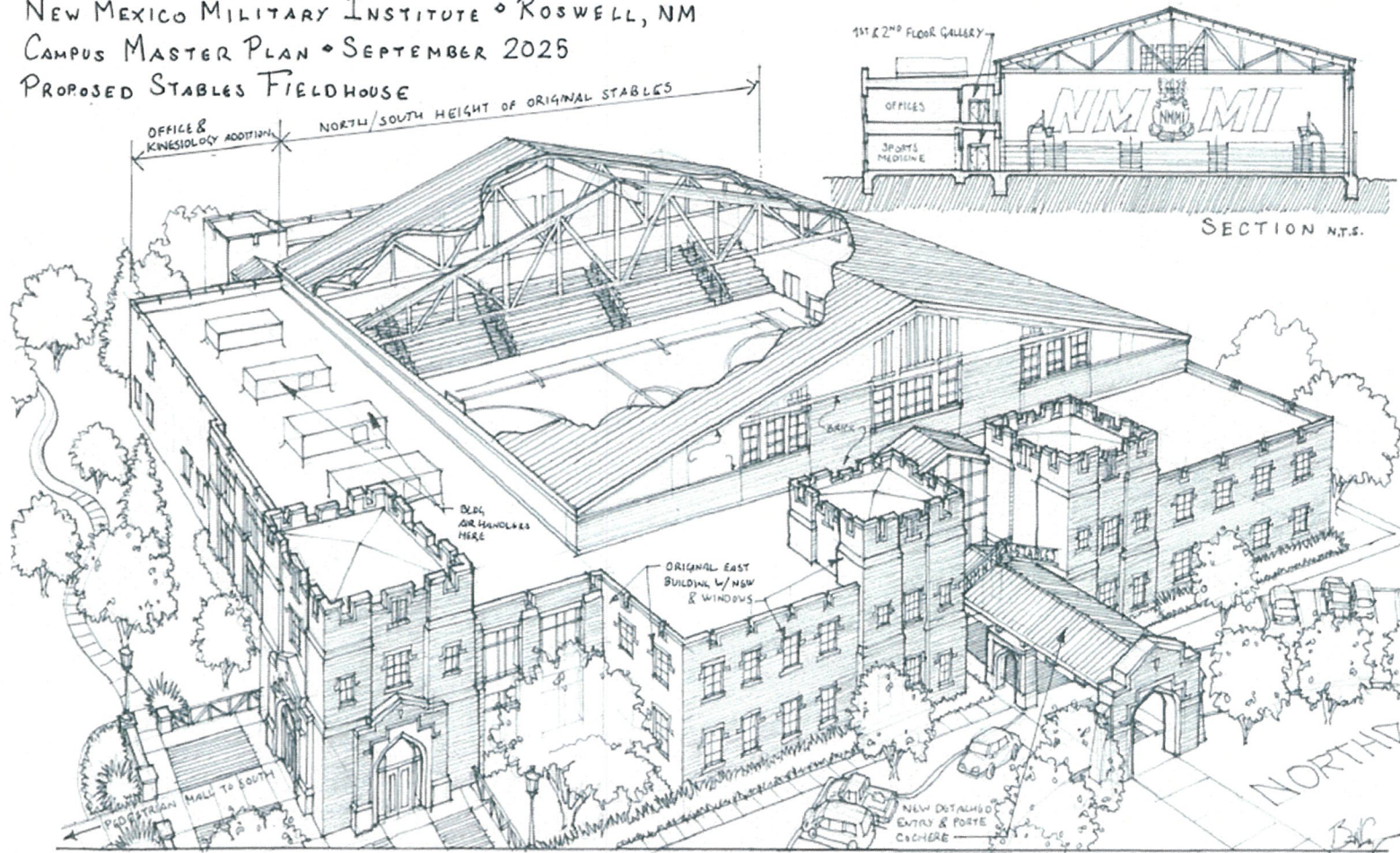
VIEW FROM ENTRY PARKING TO EAST – NORTHEAST

(OVER SAUNDERS PLAZA & STUDENT UNION | WELCOME CENTER)



THE STABLES

NEW MEXICO MILITARY INSTITUTE • ROSWELL, NM
CAMPUS MASTER PLAN • SEPTEMBER 2025
PROPOSED STABLES FIELDHOUSE



VIEW FROM MAIN ST. TO THE WEST-NORTHWEST TO RENOVATED STABLES



Q/A

