

**Overarching objective: Place students and student learning at the center of every institutional action and activity.**

**Goal I: Enhance academic quality through excellent teaching and effective support services to ENMU students to attract, retain, and graduate students.**

- To assure a quality learning environment for students and institutional accountability for instructional excellence, ENMU will support formative and summative Learning Outcomes assessment.

Continue ENMU's participation in the statewide mandated general education assessment (annually) *Reports submitted on time (Sept 2010).*

Conduct authentic assessments of student learning and use information to strengthen programs and plan staffing and curriculum (annual). *Reports submitted from all academic units, reviewed by Assessment Committee, deans and VPAA; feedback provided to all programs. (May 2011).*

Increase undergraduate students' opportunity to conduct research with faculty. *(Target: At least 30 students will conduct research with faculty during the academic year.) This target was met.*

Participate in the Voluntary System of Accountability (VSA) and state accountability measures to showcase and improve ENMU's quality academic programs. *ENMU's participation in VSA continued in 2010-11. Participation after 2011 is under review, pending cost considerations and state requirements.*

Recruit/retain students through "the personal touch," monitoring of student progress, and scholarship incentives from ENMU and the ENMU Foundation (annual) *(Target: NSSE survey data will monitor student satisfaction levels) Retention of freshmen continues to increase; numbers of transfers is also increasing, and graduate program numbers are the highest in the University's history. Several factors are contributing to this, including improved web pages and information availability, more online services, faculty and Advising Center advising efforts, revised undergraduate catalog, improved/streamlined degree plans (in print and online), and the streamlining of enrollment management processes.*

- To enhance 21<sup>st</sup> century learning, ENMU will provide quality services (from admissions, tutoring, advising, filing for graduation, etc.) for new students, international students, online students, transfer, and distance education students.

2010-11 Increase number and ease of transfer for students from two-year colleges *(2009-10 Target: 551 students; 2010-11 Target: 575) In 2009-2010, 766 students transferred to ENMU, up from 2008-2009 (688). Numbers of transfers for 2010-11 will be compiled at the end of summer 2011.*

Student Activities—Expand orientation activities to focus on student populations needing specialized information and retention (focus on 1-2-1 students, non-traditional students, etc.) *Orientations were offered for transfer students and new students in fall and spring. Special orientations for 1-2-1 students from the People's Republic of China are scheduled for both early arrivals in August (prior to Dawg Days) and during Dawg Days.*

Advising Center – reorganize aspects of student advising to better serve undeclared, entering, and transfer students. *(Target: Successful transition to new advising format) The Advising Center is now staffed by two professionals who serve as advisors year-round, with faculty and staff assistance, as needed, during peak advising periods during the academic year. The transfer coordinator facilitates all contacts prior to transfer students coming to campus or completing their online registration. Faculty advisors with special expertise are now assigned to the BAAS, BUS and BOE students (many of whom are transfer students).*

Provide training for faculty in use of workflow and imaged student records for enhanced academic and career advising *(Target: 2 workshops for faculty) Ninety individuals attended faculty/staff workshops about workflow processes.*

Increase numbers of student transfers (accountability measure) and satisfaction levels of students with campus services *(Target: Survey transfer students about their satisfaction) Responses from the exiting student satisfaction surveys were reviewed for comments from students transferring to ENMU. Areas identified by some transfers as problematic were shared with deans and VPAA, for planning purposes.*

Use data from 2010 alumni survey (accountability measure), student satisfaction survey, and NSSE survey to enhance services to students (and alums). *(Target: Identify five initiatives for improving services to students.) Graduate and undergraduate student satisfaction continues to be high (in 2010, over 95% of undergraduates and over 97% of graduate students indicated they were "satisfied" or "very satisfied" with their educational experience). NSSE surveys were administered in spring 2011, with the report from NSSE due in late fall 2011. Initiatives will then be identified based on feedback from students on both the University exit survey and the NSSE data. Alumni satisfaction is monitored by periodic surveys of students three years after graduation. In the 2010 survey, 93.9% of alumni reported they were "satisfied" or "very satisfied" with their educational experience. Of those responding, 76.7% were working in New Mexico and 90.7% were either employed or pursuing advanced degrees.*

- Increase representation of under-served populations, increase student fall-to-fall retention (to 67%) and graduation rates (to national cohort peers or 40%) through "early alert," supplemental instruction, academic intervention, developmental studies, introduction to the major/career exploration courses, advising in the major, and other contacts, mentoring, via student organizations, clubs, etc.

2010-2011 Increase Hispanic undergraduate representation to 30% of student body. *Fall 2010 enrollment was 31.5% Hispanic. (33% undergrads) Note: this is the first enrollment using the new US Census ethnicity reporting protocol.*

2010-11 Improve fall-to-fall retention to 61.5 or higher%. (2009-10: 61.2%) *Freshman to sophomore fall-to-fall (2009-10) retention was 61.6%, up from 61.2% (2008-2009).*

**2010-11 Improve graduation rate to 30%** (2003-09: 29.2%; benchmark: 37%)  
*2004-2010 cohort graduation rate was 24%, the result of several factors, including the threat of Cannon Air Force base closing. 2005-11 cohort graduation rates will be available after summer session.*

- ENMU will enhance technology to support learning and instruction

Enhance video-conferencing or other online and hybrid course delivery to assure distance students ease of access and quality of instruction. *ENMU purchased and installed MediaSite in spring 2011, and will begin course delivery on this improved platform in summer 2011, with full implementation fall 2011.*

Provide professional development of faculty in the use of the online teaching technology. *(Target: Prepare faculty to use new delivery system, enhance/update curriculum) Faculty training in MediaSite began in January 2011 and continues with periodic updates and refreshers.*

Increase number and diversity of online courses and programs, to address student needs (DEO) *(Target 2010-11: 520 classes) Online course offerings increased for 2009-10: 520 courses offered. 2010-11 data will be compiled by August 2011.*

Assess online learning experiences and use data to better meet student needs and enhance quality of online curriculum and instruction. (DEO, AA) *An online learning assessment tool was piloted (2011). Data collected is being used to revise and refine the assessment instrument.*

- Through focused activities, faculty-student interactions, mentoring, and other practices, ENMU will assure a high quality of campus life for residential and commuting students.

Continue to build student awareness of Safe Ride and alcohol abuse  
*ENMU is participating in the extension of the State-wide grant for alcohol abuse prevention and education. More self monitoring equipment was purchased this year. Also, the ridership of the Safe Ride program increased in the past year. Student Fees Board voted an increase in their funding, partially to cover increased gas prices and to hire more drivers.*

Increase awareness of green and environmental/conservation efforts by our students, faculty, and staff *(2010-11 Target: Implement campus-wide aluminum and plastic recycling) Recycling bins are in place in all University buildings. New Technology Building meets LEED Silver guidelines.*

Improve tracking of students into employment and graduate school *Tracking for education students is in place. Career Services is working with Alumni Affairs for a strategy to maintain contact with recent graduates to track employment.*

Continue residential, commuter and campus programming initiatives that enhance students' wellness and their social, academic, and personal growth *(Campus Union programs) This year, students successfully raised \$11,000 for St. Jude's fight against childhood cancer. They are being honored with a visit to the headquarters in Illinois for their outstanding work. A new tradition was begun in the spring semester with the help of the ENMU Foundation, Sodexo Dining Services, and a committee of several members of the faculty and staff. The ENMU annual Etiquette Dinner was held for any student wishing to attend. It featured a three-course meal similar to*

*the type that would be part of an interview process. On-going commentary and instruction was provided by Sodexo, who also donated the meal.*

**Goal 2: Create a campus environment that encourages fiscal responsibility and promotes excellence for students, faculty and staff.**

- Through strategic cost-savings initiatives, ENMU will continue to pursue the mission of the University, protect its people, and assure quality instruction and services for students.

Initiate budgetary reviews for short-term and long-term cost savings (2010-11) *Academic Support program reviews completed Dec 2010; academic program review completed April 4, 2011.*

Initiate reviews of ENMU organizational structures and viability of academic programs (Fall 2010) *Review will follow the cycle of program reviews--fall 2011.*

Review all vacant positions for possible reassignment or reduction) *On-going. Since 2008, 47 positions have been reduced.*

Reallocate budgets, as needed, to align funding with the University's most significant priorities, e.g. classroom instruction (2010-11) *Twenty-six items identified for budget streamlining were shared with Budget and Planning Committee and are gradually being reviewed and, if possible, implemented (e.g., use of UPS rather than FedEx, reduced number of copiers, fewer staff with p-cards, p-card spending caps implemented, etc.).*

Review contract for San Juan Village (and for Sierra Village in Roswell) for more advantageous financing. (Spring 2011) *Legal action initiated.*

- Through regular maintenance, renovation and improvement of buildings and facilities, ENMU will provide safe, well-maintained facilities and learning environments.

Secure funding to renovate Jack Williamson Liberal Arts Building's HVAC, roof, ADA concerns, and upgrade/update classrooms and instructional areas *Well-detailed requests documenting need are submitted on time. Next cycle is August 2011.*

Implement active campaign for passage of GO Bond (fall 2010) *GO Bond passed in local area but failed statewide. Plans are underway for the 2012 Bond campaign.*

Complete renovation of Technology Building (begun Summer 2010) and accommodate relocated programs. (Aug 2010-Jan 2012) *Agriculture and Art Programs were relocated into remodeled space in University Annex and former Broadcast Center. EET relocated to COB. New Art and Anthropology Building will be ready in fall 2011, with classes offered spring 2012.*

Prepare to clear Lincoln, Chaves, and DeBaca Hall, abate asbestos and raze these structures. *In 2011 the University issued a bond in the amount of \$27 million. This bond will be utilized to complete the following projects: construction of a new freshman residence hall, installation of a new hot water heating distribution system, installation of a new ceiling and asbestos abatement in Greyhound Arena, removal of asbestos and demolition of three closed residence halls. All of these projects will be completed by September of 2012.*

- ENMU will assure institutional effectiveness through budget audits, campus assessments, and other internal monitoring practices.

Financial Aid default rate will not exceed limit set by US Dept of Education  
*The national ceiling for default without penalty is 25%. ENMU, including Roswell, turned in a default rate of 10.8%. ENMU-Portales has a rate of 8.6%*

ENMU Academic Affairs will continue its regular cycle of program review for the undergraduate and graduate programs and special accreditations. (annual)  
*This year, budget-mandated program review replaced the regular review cycle. Programs were reviewed for number of majors/degrees awarded, academic currency, viability, learning assessment, and curriculum design. Targeted programs revised and streamlined their curriculum. Changes are reflected in the 2011-2013 undergraduate catalog.*

Planning Office will annually monitor institutional and unit strategic plans and campus policies for compliance, fit with institutional mission, and relevance to campus, region, and constituency needs. (annual) *Strategic plans submitted 30 June (academic support units). Academic assessment reports submitted end of November 2010, all units. Academic strategic plans will be compiled in fall 2011. University policies are regularly under review.*

Business Affairs and Financial Aid Office will comply with all internal, state, and federal audits and reporting requirements to assure fiscal responsibility and accountability. (annual) *The most recent report (for 2010) was a clean audit. Audit reports are regularly reviewed by the Board of Regents and Core Staff.*

Business Office will continue to make more services available online and moving toward a paperless environment (2010-11 Target: streamlined billing through new Banner processes) *Billing invoices now are sent to students online; payment accepted online. Business Office has fully instituted a paperless fee statement program as of July 2011.*

- ENMU will provide professional development for staff, faculty, and administrators, management and leadership training, and new employee orientation. *New faculty orientation occurs every August. Personnel new to ENMU or who are assuming new positions attend an orientation scheduled bi-monthly, or as the need for an orientation of new personnel arises. All staff and faculty receive annual briefings at the "Back to Campus" meetings in August. A shorter version of these meetings is also scheduled in January prior to the spring semester start. Management Information Exchange (MIE) meetings are regularly scheduled for managers and academic deans.*

Academic Affairs will continue to publish a detailed calendar of academic affairs deadlines and timelines. *Published fall and spring, and updated/revised, as needed by the Office for Academic Affairs.*

Staff and faculty professional development will be provided in areas of greatest need. *MediaSite, advising, and workflow training sessions offered to faculty by Distance Ed, Academic Services, or Advising Center, as appropriate.*

Training for department chairs to increase consultation and efficiency. (2010-11)  
*Two meetings held in fall 2010; two more were held in spring 2011.*

Staff training (FISH), implemented in 2009-2010, will continue in 2010-11.  
*459 employees (duplicated count) attended at least one of the 19 training sessions.*

- ENMU will develop and monitor emergency and security procedures to protect students, faculty, staff, and facilities.

Continue to perfect the University's Emergency Preparedness Plan by refining unit emergency and recovery plans and conducting table-top and campus exercises  
*Building representatives have received two training sessions.*

Schedule tests of the University's emergency communication system, evacuation procedures, and other emergency scenarios  
*Tests conducted in fall 2010 and spring 2011.*

- Ensure that ENMU's physical campus and the experience it provides students, faculty and staff reflect and respect sustainability principles.

Sponsor at least two events for the campus that promote recycling or environmental protection (2010-2011)  
*Specific events were converted into overall awareness campaigns. For example, Sodexo sponsored tray-less Tuesdays with the theme of ecology well- publicized in the dining facility and retail venues.*

Continue to implement energy conservation (explore solar project on campus, 2010-11)  
*Final review process for installation of solar project north of campus completed (spring 2011). Construction begins fall 2011. Continue to implement energy conservation measures. The new Technology Building was designed to meet LEED Silver requirements and will re-open in September 2011. The University's solar array project will go live January 2012 and will generate one-third of the University's annual electrical needs.*

### **Goal 3: Build effective collaborations on campus, within the system, and with community, business, and educational partners to further the goals of our institution, region, and state.**

- ENMU will address the needs of its constituencies and markets with programs, course and certificate offerings, and multiple delivery systems.

Coordinate efforts across the ENMU system in emergency training and readiness.  
*Grant planned for spring 2012 to defray costs of training. New courses were approved in emergency planning and efforts continue to link ENMU emergency planning with department faculty. A new emergency alert system will be purchased, and a campaign to introduce it and convert existing phone numbers to the new system will take place in fall 2011.*

ENMU's office of Distance Education and Outreach (DEO) and Academic Affairs will implement its long-range plan for technology-enhanced teaching and learning.  
*Distance Education and Outreach (DEO) has offered several workshops for faculty in new course-delivery system MediaSite.*

ENMU's Office of DEO will develop and advertise community-based credit and non-credit programs (year round) to enhance community participation.  
*For the 2010-2011 year, DEO offered 32 separate programs to 515 participants.*

- ENMU will seek new sources of external funding to address campus and community needs.

The Grants office will regularly report number of grants prepared, awarded, and prospects identified (annual) Minimum of nine grants will be submitted in 2010-11. (PPOHA, Trio – Talent Search, etc.) *The following is a partial sample of the larger grants submitted and funded (or pending): PPOHA/HSI (\$2.9M), College Success/TRiO (\$1.74M), INBRE science research grant (\$144K), nursing (\$243K), Social Work program (\$141K), Talent Search/TRiO (\$1.97M), P-16 grant (\$90K), Agriculture research grant (\$280K), film industry award from the state (\$125K), Title 5 (cooperative with CCC, \$700K continuing), STEM grant and Title 3 (bilingual education) pending. KENW has acquired \$853K in grant funding and the Child Care Training Center has \$251K in grant funding.*

Training in grant management and required monitoring will be implemented by the director of grants and contract management (annual) *Training has been one-on-one, conducted throughout the year as issues arise or new faculty submit grants. Dr. Laurenz, Dr. Montgomery and the grants director are designing a grant-writing and management orientation for the 2011-12 academic year.*

ENMU will continue to work on grant identification and acquisition to meet accountability expectations by the state of New Mexico (increase from \$5.15M 08-09) *2010-11 preliminary estimate (June 2011) is \$5.56M; adding KENW and Child Care Training Center funds, \$6.68M.*

- ENMU will seek partnerships with community and national agencies to strengthen the institution. *ENMU has informal partnerships with most educational feeder institutions, in particular Clovis Community College (Title V grant) and Portales Schools (ENMU faculty teach college-level courses on site at Portales High School). Other partnerships involve sending report on high school graduates continuing at ENMU to the sending high school, consultation about curriculum to assure students' smooth transition to college-level work (especially in math and English), and various faculty/staff presentations to students or with teachers.*
- ENMU will continue to connect students with charitable and community service projects to benefit the community. *Service Day April 16<sup>th</sup>; athletic teams are leaders in community service; "Mud Volleyball" and other events through the year provide students with opportunities to volunteer and coordinate fundraisers and awareness-raisers for various causes and community charities. Student athletes performed more than 3,500 hours of community service. Students raised \$11,000 for St. Jude's fight against childhood cancer. Art projects, book sales, carnivals for children and families, and many other community service activities occurred. Student athletes performed more than 3,500 hours of community service.*
- ENMU will increase its collaborative efforts with area schools to increase K-12 achievement and college attendance and to close the gap between high school exit competencies and college entrance requirements.

Planning Services/Academic Affairs will provide information to "sending" high schools about placements and 1st-semester GPA (aggregated reporting) of their graduates. (annual) *Reports were sent to 35 "sending" high schools in January 2011.*

ENMU (the colleges and DEO) will continue to support dual enrollment opportunities for high school students in the service area. (annual) *In spring 2011 and fall 2011, 75 courses were offered to 795 high school students.*

Academic Affairs will explore strategies for aligning high school competencies and college-entry standards (specifically, in the areas of English and mathematics).

*This initiative is being undertaken by the Title V grant focusing on improving developmental studies (remedial courses in English, reading, and mathematics) and aligning curriculum with area high schools.*

- ENMU will continue to work closely with the Higher Education Department and appropriate legislative and statewide committees to assure institutional responsiveness and accountability. *Dr. Gamble is a member of the formula revision task force; staff are members of the Research Advisory Council (for institutional research), Assessment Task Force, Accountability work group, STEM initiatives task force, New Mexico Higher Education Assessment association, and others.*
- Where possible, ENMU will participate in national agencies and organizations that advance an agenda for higher education that aligns with ENMU's mission, vision and best interests. *Memberships in national organizations have been curtailed due to cost. However, University staff regularly monitor developments at the Higher Learning Commission, NCATE, ASHA, NASM and other accrediting bodies, AAC&U, Association of Governing Boards (AGB), the Association for the Assessment of Learning in Higher Education (AALHE), and others.*