

Appendix B

ENMU-Portales 2003-2007 Strategic Plan Goals and Accomplishments 2006-2007

Overarching Objective: Place student learning at the center of every institutional action and activity.

Legend:

HLC = Higher Learning Commission of the North Central Association

GEX = Greater Expectations initiative from AAC&U

AGA = Accountability in Government Act, New Mexico accountability measure or required reporting

Goal I. Enhance ENMU's academic culture to advance student success.

- A. Communicate clearly to students our high expectations of them -- expectations of a high level of learning, responsibility, and civic engagement [HLC 3a, 4a, 4d; GEX] -- and communicate institutional goals and accountability measures to the campus, local community, and the public. [HLC 1a, 1b, 2c, 4a; GEX]
- (2006-07) Modify Freshman Orientation and Freshman Seminar to enhance student success. **Result:** Spring and summer meetings with UNIV 101 instructors revised guidelines for UNIV 101; active collaboration between Students Affairs and Advising Center enhanced freshmen orientation.
 - (2006-07) Incorporate "greater expectations" themes in students' materials and course information. **Result:** The BEAMS team has shared information and introduced diversity issues into several campus planning discussions.
- B. Foster a culture of intentionality by articulating explicit learning goals, assessing them, and using that data to strengthen, change, and enhance programs. [HLC #2, 3a, 4a; GEX]
- (2006-07) Inform all students about ENMU's use of assessment data to enhance student learning. **Result:** The Assessment Office's communication plan designed several information pieces, brochures and events for students to recognize academic success, report results, and outline the purposes of assessment testing.
 - (Annual) 100% of academic departments will file assessment plans and reports showing how they are using assessment data to enhance program offerings and student learning. **Result:** All but four programs have submitted assessment plans (July '07).
- C. Employ pedagogies of engagement wherever possible ("writing-across-the-curriculum"; collaborative, integrative, inquiry-based, problem-based learning, hands-on learning, learning communities, service learning, etc.). [HLC 3b, 3c; GEX]

- (2006-07) Continue to support Learning Communities (100% freshman involvement) and plan for continuation of program. **Result:** 100% of freshmen students enrolled in LCs in fall 2006 and 100% registration is planned for fall 07. One-hour "intro to the major" courses in preparation.
 - (Annual) Support pedagogical innovation through instructional development grants and other professional development opportunities for faculty. **Result:** Instruction grants: 6 for \$10,109. Research: 12 for \$34,091. Spring awards are restricted to new faculty.
- D. Integrate student learning in foundational (General Education) skills with concepts and knowledge required for a student's major; assure educational programs reflect discipline research and workforce needs. [HLC #2, 4b, 4c; GEX]
- (2006-07) Support General Education Committee in guiding and coordinating the assessment of general education competencies **Result:** Discussion underway. Last year, the Committee was focused on reducing the general education core to 41 hours, to comply with state mandate.
 - (2006-07) Through the Assessment Committee, evaluate department assessment plans in terms of students' skills/knowledge in general education courses **Result:** In 2006-2007, eight programs indicated general education student learning assessments (anthropology, biology, English, HPE, math, physical science, political science, psychology).
 - (Annual) Design and administer an assessment of general education and disseminate aggregated results to faculty, staff, and students, with individual results provided to students and their academic advisors. **Result:** Accomplished. Data for MAPP (national test) and in-house critical thinking/numerical literacy test reported in the Feb 2007 **DataWave** [<http://www.enmu.edu/academics/assessment/data/datawave/dw1503.pdf>]
- E. Provide services that address students' academic, financial, social, and personal needs to be successful in college; monitor students' satisfaction with these services to enhance their success and achievement of goals. [AGA: student satisfaction surveys]
- (2006-07) Assess effectiveness of student advising (freshman, all undergraduates, and graduate students) **Result:** Spot-checks of schedules reflect good advising; high student satisfaction expressed in campus surveys.
 - (Annual) Assess the Developmental Studies Advisory Group's coordination of developmental course scheduling and students' progress. **Result:** Committee now led by assistant dean, CLAS; courses were coordinated across colleges.
 - (Annual) Provide programming from ASAB, student organizations, and Multicultural Affairs to enhance students' social and personal engagement and development. **Result:** 127 cultural events scheduled 2006-2007. ASAB attendance up 20%. 16 WAG events scheduled; attendance improved +60% over last year.
 - (Annual) Monitor use of counseling services to assure student needs are met **Result:** 603 personal sessions (+27% over last year), 109 intern and practicum contacts, 93 professional contacts. Decrease (11%) in career counseling but increase (15%) in foot traffic.
 - (2006-07) Update long-range plan for campus housing to meet student needs for the next five-ten years. **Result:** New residence hall (San Juan Village) due to

- open in August with excellent occupancy rates. Plans to review use of Chavez and Lincoln Halls to be determined once SJV opens.
- (2005-06; 2007-08) Administer student survey of campus services (in addition to senior exit surveys) to assess and enhance campus service areas. **Result:** Survey administered fall 2006; results distributed to offices in spring 2007 to address identified concerns.
- F. Support the learning environment by providing well-maintained facilities, state-of-the-art technology, safe environments, and settings that are conducive to active, engaged learning.
- (2006-08) Obtain funding through state General Obligation Bond and legislative/executive branches to renovate music building, technology building, and address critical HVAC, electrical distribution, and information technology (IT) infrastructure needs. **Result:** Successful GO Bond effort secured \$4.5M for Music bldg; supplemental capital campaign launched; funding secured to address infrastructure and electrical distribution needs. Other issues addressed through earmarked legislative appropriations.
 - (2007-08) Coordinate renovation initiatives to meet campus teaching, learning, and residential needs: Science building, San Juan Village (residential apartment-style housing), natatorium. **Result:** Science building in progress; SJV completion expected August 2007; natatorium renovation slated for Oct 2007.
 - (2007-08) Prioritize needed classroom renovations and upgrades to accommodate technology needs to support teaching. **Result:** The hardware components of all "Smart classrooms" have been refreshed. A cycle of replacement/upgrades for the rooms has been prepared.
 - (2007-08) Upgrade Web-CT (version 6) and Banner technology (as needed), and provide training for all users. **Result:** Migration to gigabit backbone, active directory, and pod-casting support accomplished. Banner hardware replacement scheduled.
 - (Annual) Provide annual safety and regulatory training for employees. **Result:** Provided periodically by safety officer, at new employee orientation, and at the back-to-campus meetings.
- G. Use institutional data and strategic planning to leverage resources to meet institutional needs that advance the University mission with practices that reflect integrity [HLC-NCA #1, #2--1e, 2a, 2b, 2d, 4d] and efficiency. [HLC 2b, 2c; AGA efficiency measure]
- (Annual) Continue cyclical program review for undergraduate programs, preparing data and reporting template for each academic department. **Result:** Four programs were reviewed (Languages & Literature, Anthropology, Math/EET/CS, Communicative Arts & Sciences. Health & Human Services (CDIS, Nursing and SWK) underwent external accreditation review.
 - (Annual) Assure that Institutional Animal Care and Use Committee, Human Subjects Committee, University Policy Council, and the University Council monitor policies and their implementation appropriately. **Result:** Minutes (posted to InsideENMU) document meetings, attention to committee charges.
 - (Annual) Comply with audits and mandated financial reviews. **Result:** Audits completed. No significant findings. Some need for closer monitoring of one grant.

- (Annual) Seek guidance from the Budget & Planning Committee on issues of University budget and resource allocation. **Result:** Committee minutes (posted to InsideENMU) reflect regular meetings and discussion of budget and planning issues.
- (2005-07) Reformat and review all University policies and procedures **Result:** 80+% complete. Final policies with the University's attorney for review. Campus review scheduled in August; submission to Regents in fall 07.
- (2006-07) Initiate campus "intranet" for secure information and data sharing **Result:** InsideENMU, launched in 2005, is well utilized and well maintained.

Goal II. Attract an increasingly diverse student body and enhance students' successful progress toward their academic and personal goals.

A. Involve the entire campus in personalized recruiting and retention of undergraduate and graduate students. [AGA: affordability/access measures—student body ethnicity and retention]

- (Annual) Establish recruiting goals that reflect regional ethnic diversity **Result:** Enrollment Services goals are tied to the University strategic plan. Good progress was made to reflect regional ethnicity in the fall 06 freshmen class.

First-time Freshmen	Fall 2004	Fall 2005	Fall 2006
African American	7.8%	8.9%	7%
Hispanic (target 38%)	28.3%	29%	36.3%
Native American	3.6%	2.2%	5.3%

- (Annual) Support faculty in contacting students and serving as mentors in their undergraduate or graduate study. **Result:** Summer calls from faculty advisors to students (summer 06, 07) and a new initiative, Spring Advising Week (07) increased faculty contact with students for academic advising.
- (Annual) Sponsor special events that showcase ENMU's Hispanic-Serving institutional status. **Result:** Latino Leadership Summit, Cinco de Mayo, month-long celebrations of Native American Heritage (October) and African American Heritage (February), as well as MLK Day commemorations and other events showcase the diversity of the campus.
- (Annual) Partner with area schools in course/program articulation agreements and special Transfer Days to assure transfer student success. **Result:** Transfer Days were scheduled but less successful. A new transfer coordinator has been assigned to focus on this outreach.

B. Assure access and affordability to the diverse students in our service area and in New Mexico. [AGA: affordability/access measures--tuition rates, ethnicity, graduation rates]

- (Annual) Support the ENMU Foundation's fundraising efforts to finance scholarships to support students. **Result:** Foundation has pledged to substantially increase support for scholarships for 2008-2009.
- (2006-07) Expand scholarship support for high-ability students. **Result:** Incentives for high-ability students are in-place but can be enhanced.

- (Annual) Monitor ENMU tuition, fees, and other costs, relative to region and peer institutions, to remain affordable for students in our service area. **Result:** ENMU tuition and fees are extremely competitive (3rd lowest in a five-state region).
- C. Recognize the diversity of learning styles, life experiences, and enrollment patterns (full-time, part-time, non-traditional, online and distance learners) that University programs and services must address. [HLC 1b; GEX; AGA: transfer student numbers]
- (Annual) Offer courses/programs to distance learners on-site, via videoconferencing, online, and via hybrid deliveries. **Result:** Report being prepared.
 - (2006-07) Offer “cultural fluency” workshops and instructional initiatives that address the need to diversify curriculum offerings. **Result:** Workshops offered in 2006. “Workplace” Spanish offered for employees.
 - (2006-07) Add online tutoring support and extended campus services to existing web page information. **Result:** Tutoring is exploring “Ask Online” as an online tutoring service
- D. Understand and capitalize on the diversity of campus cultures and structures so that diversity becomes a resource to achieve excellence in learning. [GEX]
- (Annual) Showcase key events (Diversity Festival, Latino Leadership Summit, etc.) that demonstrate to the campus and community the value of diverse cultures. **Result:** Successful “Diversity Fest” and Latino Summit held. 127 sponsored events by Multicultural Affairs.
 - (Annual) Provide opportunities for students to study in Mexico and participate in National and International Student Exchanges. **Result:** Summer study in Mérida, Yucatan, México; some participation in national student exchanges.
 - (2006-07) Through targeted recruiting, increase numbers of international students on campus. **Result:** Outreach to China and other countries continues; an international recruiter is assigned to building that student population. Numbers increased from 52 international students in 2004, to 59 in fall 2005, and 54 in fall 2006.

Goal III. Build effective collaborations on campus and with community, business, and educational partners to further the goals of our institution, region, and state.

- A. Promote professional development of all University employees to address the institutional mission. [HLC 1c, 2d, 3d; GEX]
- (Annual) Through the Teaching – Learning Committee, provide faculty professional development opportunities through the year. **Result:** This committee did not function well this year. Programs were offered by the Assessment and Distance Education offices. Workshops from the Education Technologist (DEO) in pod-casting and WebCT also supplemented these offerings.
 - (Annual) Through the Staff Development Committee, offer at least 40 workshops each academic year to provide training in technology, campus procedures, policies and regulations, safety, or skill enhancement **Result:** 6 “puzzle” workshops; 9 Leadership ENMU workshops; 4 “training bytes” workshops; 19

“super-users” workshops; 2 Secretary Day event; 4 telephone etiquette workshops.

- B. Strengthen the ENMU system--Portales, Roswell, Ruidoso--through collaborations and mutual support. **Result:** Collaboration on Banner, admission and transfer issues, WebCT support, consultation on course offerings and curriculum revision. offering of classes to the prisons, lobbying efforts in Santa Fe, assistance with budget reconciliation and audit at Roswell, assistance(across the system) in preparing for HLC visitations in Roswell, Ruidoso, and Portales
- C. Through regular consultation with the Board of Regents, faculty, staff, and students, and through institutional governance, advisory groups and regular consultation with business, community and education partners, seek input about how to enhance the University’s effectiveness, service to its constituents, and contributions to the economic development of the state. [HLC 1c, 1d; also 5a, 5b, 5c; AGA: **partnerships**]
- (2006-07) Partner with CCC to enhance transfer student success, especially for teacher education candidates. **Result:** Enrollment downturns at traditional feeder institutions have reduced numbers of transfers. This continues to be an area of focused attention in the coming year.
 - (2006-07) Assist Ruidoso branch with the building of a campus infrastructure consistent with their new branch campus status. **Result:** Ongoing.
 - (2006-07) Partner with Roswell in the delivery of courses to NM prisons and in new program fields (Aviation Science, EMS, Social Work, and others) **Result:** Course offerings may need to be reviewed for additional offerings.
- E. Extend services to our constituencies (through on-site, online, Polycom, instructional television courses, credit and non-credit workshops, etc.) that intentionally address student needs and meet high academic standards. [HLC 5c, 5d; AGA: **internet courses/programs**]
- (2006-07) Continue with the upgrade of the ENMU technology backbone to assure high-speed and reliable connectivity for students and staff **Result:** gigabit backbone upgrade at Portales
 - (2006-07) Fully implement H323 technology to enhance distance education **Result:** PolyCom units all function. Phase-out of ITV underway.
 - (2006-07) Expand numbers of online courses to meet students’ needs **Result:** Number of online courses equaled 205 in 2006-2007.
 - (Annual) Offer enrichment and life-long learning courses through Extended Learning to campus and community audiences **Result:** Workshops/ offered summer-fall 2006 and spring 2007 totaled 192.