

Eastern New Mexico University Strategic Plan Year-End Report

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. Re-envision 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]
- (2007-08) Modify Freshman Orientation and Freshman Seminar to enhance student success. **Result:** *Evaluations of fall 2007 UNIV 101 sections were above university average and improved on last year's. Greater participation of UNIV 101 instructors planned for fall 2008 freshmen orientation.*
 - (2007-08) Incorporate “greater expectations” themes in students’ materials and course information. **Result:** *Greater responsibility of students for their learning is a component of UNIV 101 and, their freshmen advising experience.*
- 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]
- (2007-08) Inform all students about ENMU’s use of assessment data to enhance student learning. **Result:** *The Assessment Office promoted high achievers on Assessment Day testing with campus recognition and prizes (bookstore gift certificates); coverage of this event in the campus newspaper, ads for junior assessment and “NSSE” assessment were also advertised. Students receive their assessment scores (copies to their advisors) for advising assistance.*
 - (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:** *Because of state-mandated assessment reporting of general education learning outcomes, the Assessment Committee elected to defer May assessment reporting until November 2008. Forms will be modified to duplicate the state reporting forms.*
- 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]
- (2007-08) Continue to support Learning Communities (100% freshman involvement) and plan for continuation of program. **Result:** *100% of freshmen students were enrolled in LCs in fall 2007. More extensive evaluations of the impact of learning communities are planned for fall 08. Efforts to pilot one-hour “intro to the major” courses were only partly successful in spring 08; several sections of a careers exploration course were offered. .*

- (Annual) Support pedagogical innovation through instructional development grants and other professional development opportunities for faculty. **Result:** In 2007-2008, 4 instruction development grants (\$8,057) and 19 research grants were awarded for a total of \$42,370.
- 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]
- (2007-08) Support General Education Committee in guiding and coordinating the assessment of general education competencies **Result:** Assessment Committee and General Education Committee partnered to share information about state-mandated assessment and design a plan of implementation. The Assessment Committee assisted three departments (Math, COMM, English) to complete state-mandated general education testing. .
 - (2007-08) Through the Assessment Committee, evaluate department assessment plans in terms of students' skills/knowledge in general education courses **Result:** the Assessment Committee provided feedback to all departments on spring 07 assessment plans, the Office prepared a DataWave newsletter of results and the committee chair and interim coordinator met with all deans to review findings. Assessment plan reporting in May 08 was deferred until Nov 08.
 - (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 Jan 2008 DataWave [<http://www.enmu.edu/academics/assessment/data/datawave/dw011108.pdf>]. Spring 08 MAPP testing reporting in Aug 08 DataWave.
- 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]
- (2007-08) 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 about their advising experience.
 - (Annual) Assess the Developmental Studies Advisory Group's coordination of developmental course scheduling and students' progress **Result:** No progress. This committee will be re-constituted in the coming (2008-2009) year. .
 - (Annual) Provide programming from ASAB, student organizations, and Multicultural Affairs to enhance students' social and personal engagement and development **Result:** Over 100 cultural events were scheduled in 2007-2008.
 - (Annual) Monitor use of counseling services to assure student needs are being met **Result:** 517 personal sessions, 238 career appointments, 30 intern supervision hours, 63 professional support hours, 43 classroom presentations, 2 presentations to off-campus groups, 6 dorm/RA presentations.
 - (2007-08) Update long-range plan for campus housing to meet student needs for the next five-ten years. **Result:** New residence hall (San Juan Village) opened in August with excellent occupancy rates. Chaves Hall is temporarily housing Music faculty; Lincoln Hall is being used for storage.
 - (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 institutional funds were added and a capital campaign secured additional funding; infrastructure and electrical distribution upgrades (phase two) completed August 2008. .*
- (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 renovation completed for fall 08 classes; SJV was completed on schedule (August 2007); natatorium renovation started summer 2008.*
- (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 these classrooms has been prepared and implemented.*
- (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. Upgrade to VISTA for labs and faculty computers completed summer 2008.*
- (Annual) Provide annual safety and regulatory training for employees. **Result:** *Monthly safety meetings are conducted by the safety officer, safety reminders appear in the Monday Memo, and safety training is part of new employee orientation and 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:** *Two program reviews are in progress (Physical Sciences and Religion). Health & Human Services (CDIS, Nursing, and SWK) all underwent successful external accreditation review. The College of Business also successfully completed ACBSP 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:** *Committee/Council minutes (posted to InsideENMU) document regular meetings, information sharing, and attention to committee charges.*
- (Annual) Comply with audits and mandated financial reviews. **Result:** *Audits still underway August 2008 but no negative findings have been reported.*
- (Annual) Seek guidance from the Budget & Planning Committee on issues of University budget and resource allocation. **Result:** *Committee minutes (posted to InsideENMU) reflect active committee engagement in the preparation of the 2008-2013 strategic plan, as well as discussion of budget and other planning issues.*
- (2005-07) Reformat and review all University policies and procedures **Result:** *Policies are all reviewed except for one (grievances). Reviews and edits of Sales and Solicitation, Student Code of Conduct, Travel and P-Card also completed.*
- (2006-07) Initiate campus “intranet” for secure information and data sharing

Result: InsideENMU, launched last year, is now well utilized and well maintained. Communication Services is planning an upgrade and update to main Web pages.

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 NM Freshmen	Fall 2004	Fall 2005	Fall 2006	Fall 2007
African American	4.7%	3.5%	2.4%	2.8%
Hispanic (target 38%)	29.9%	32.3%	37.4%	36.9%
Native American	4.5%	2.6%	4.3%	3.7%

- (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. Several departments held special advising sessions and/or meetings with majors.*
- (Annual) Sponsor special events that showcase ENMU’s Hispanic-Serving institutional status. *Result: Latino Leadership Summit, Cinco de Mayo, week-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. Numbers of transfer students was down overall in 2007, though there were slight gains in transfers from out-of-state students.*

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: The ENMU Foundation raised \$1.1M for the fiscal year (0708) and awarded 238 scholarships in spring for the coming academic year.*
- (2006-07) Expand scholarship support for high-ability students. *Result: The University has added and expanded freshmen academic scholarships (ACT of 20).*
- (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 remain extremely competitive (2nd 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:** *Fall 07 off-site delivery of classes dropped about 12%, but high school ITV increased from 1 section to 28 sections; web courses increased by 29% and polycom delivered courses more than doubled. Summer school (08) for the first time in institutional history was over 50% student online enrollments.*
- (2006-07) Offer “cultural fluency” workshops and instructional initiatives that address the need to diversify curriculum offerings. **Result:** *“Workplace” Spanish classes continue to be offered to employees.*
- (2006-07) Add online tutoring support and extended campus services to existing web page information **Result:** *The Tutoring Officer piloted “Ask Online” in July 2007. Numbers were low, so the ENMU webmaster is creating data collection pages and general email to provide service to students online. AccuWeb will facilitate students’ log-in.*

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. Numerous events from Multicultural Affairs (over 100 events).*
- (Annual) Provide opportunities for students to study in Mexico and participate in National and International Student Exchanges. **Result:** *Summer study in Mérida, Yucatan, México; very little interest currently on campus for 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 build that student population. Numbers increased from 52 international students in 2004, to 59 in fall 2005, and 54 in Fall 2006, and 96 in fall 2007.*

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 has effectively been disbanded. Programs were offered by the Distance Education office in pod-casting and WebCT.*
- (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:** *9 Super Users training sessions; 10 secretaries’ luncheons and “lunch and learn” programs; 6 staff development meetings; 11 ICON planning meetings and workshops; 1 teleconference; Professional Assistants Day (April 23) and 13 other training workshops on university procedures. Total of 51 events for 701 attendees.*

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. lobbying efforts in Santa Fe, assistance with budget reconciliation and audit at Roswell; establishment of Portales Center to facilitate transfer and advising assistance.*

- 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]
- (2007-08) 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. Close working relationship with budget and registration processes at Ruidoso and Portales.*
 - (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 in Aviation Science and EMS are ready for fall 2008 enrollment. Social Work courses are offered online or as web-enhanced courses to Roswell and other sites. Two faculty in Education are now housed on the Roswell campus.*
- 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:** *All campus buildings were migrated to the new network infrastructure; new Banner database hardware installed, but hardware has not yet been tested. enhancing CPU capacity and free space. WebCT availability at 99.9% for students. gigabit backbone upgrade at Portales*
 - (2006-07) Fully implement H323 technology to enhance distance education
Result: *PolyCom units all function. Phase-out of ITV completed.*
 - (2006-07) Expand numbers of online courses to meet students' needs
Result: *Number of online courses continues to increase.*
 - (Annual) Offer enrichment and life-long learning courses through Extended Learning to campus and community audiences
Result: *During fall 2007 and spring 2008, 38 non-credit courses were offered. Sixteen classes are scheduled for summer 2008 and 31 for fall 2008. A total of 381 employees (200 fall, 181 spring) registered for the ENMU Wellness course (tuition paid by the University) in 2007-2008.*