

**Eastern New Mexico University  
Strategic Planning Process -- Fall 2007**

1. Review of Mission and Vision
2. Review of current Goals (2004-2007 Strategic Plan)
  - Goal 1. Enhance ENMU's academic culture to advance student success.
  - Goal 2. Attract an increasingly diverse student body and enhance students' successful progress toward their academic and personal goals.
  - Goal 3. Build effective collaborations on campus and with community, business, and educational partners to further the goals of our institution, region, and state.
3. Identification of opportunities that we can capitalize on in order to meet our mission and to improve ENMU for students, staff, and faculty.
4. Review of Key Performance Indicators; listing of outcomes to work for over the next five years
  - Academic Programs
  - Campus practices and policies
  - Campus support programs and auxiliary services
  - Enrollment and Recruiting
  - Information technology
  - Instructional technology
  - Resource—facilities, financial revenues, personnel
  - Other
5. Draft of new strategic plan by the Budget and Planning Committee; campus-wide review
6. Submission of the plan to the Board of Regents at their December meeting

## Mission Statement

Eastern New Mexico University combines a traditional learning environment with twenty-first century technology to provide a rich educational experience. Eastern emphasizes liberal learning, freedom of inquiry, cultural diversity and whole student life. Excellent teaching and active learning define campus relationships. Scholarship, both primary and applied, cultural enrichment, and professional service are also important contributions of the University community.

Eastern, a state institution offering bachelor's and master's degrees, serves students from New Mexico, other states and other nations. Educational programs are offered at the Portales campus and also by interactive distance education, public broadcast television and branch/community colleges in Roswell, New Mexico, and Ruidoso, New Mexico.

### Eastern's Focus

- Prepare students for careers and advanced study,
- Impart citizenship and leadership skills and values,
- Support and expand the role of education and excellent teaching at all levels, and
- Enable citizens to respond to a rapidly changing world.

## Vision Statement

Eastern New Mexico University has been a respected center of learning for its region and the state since 1934 and continues to build on its rich heritage. The following is the vision statement of the University, which conveys what the institution desires to become.

The Eastern New Mexico University community envisions the following for the future:

The University mission is based on the concept of student success, and the people of the University provide student-centered academic and extracurricular programs to fulfill this mission. The institution recognizes the global nature of society and is committed to educating students to be productive citizens with successful careers and fulfilling lives.

The ENMU students pursue challenging academic goals and engage in stimulating classroom experiences, and the University emphasizes individual academic advising and career counseling. Students, faculty, and staff engage in intellectual dialog and debate in a collegial environment. The University continues to produce alumni that can compete with graduates of other institutions and are good citizens and contributors to society.

The Eastern community envisions a university where each faculty and staff member instills in one another and in the students a sense of social and cultural awareness and responsibility. The University accomplishes this by embracing ethnic, racial, and cultural diversity as a core value and by actively building greater diversity among students, faculty, and staff. This environment facilitates personal and social growth for all members of the University community.

The students are mentored by well-qualified and caring faculty and staff who treat one another with respect and work together to accomplish institutional goals. The faculty and staff pursue professional development opportunities to enhance their skills and knowledge to improve the classroom environment and to create greater efficiencies and productivity within the University.

Members of the Eastern New Mexico University community understand that education is a dynamic process and requires strategic planning, meaningful assessment, and thoughtful strategic decision-making. This process has the input of all of the University members in order to facilitate continuous improvement.

The Eastern New Mexico University Foundation provides exceptional funding for scholarships and program enhancements, and the Alumni Association actively supports the institutional goals. Additionally, the University has a synergistic relationship with the communities it serves.

By realizing this vision of excellence, Eastern New Mexico University continues to serve the region as a center of higher education and life-long learning, providing educational opportunities for an expanding spectrum of learners.

# Eastern New Mexico University Strategic Plan 2004-2007

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

**Goal I. Re-envision (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 -- and communicate institutional goals and accountability measures to the campus, local community, and the public.
  - Modify Freshman Orientation and Freshman Seminar to enhance student success.
  - Incorporate "greater expectations" themes in students' materials and course information
- B. Foster a culture of intentionality by articulating explicit learning goals, assessing them, and using that data to strengthen, change, and enhance programs.
  - Inform all students about ENMU's use of assessment data to enhance student learning
  - 100% of academic departments will file assessment reports and use data to enhance learning
- C. Employ pedagogies of engagement wherever possible ("writing-across-the-curriculum"; collaborative, integrative, inquiry-based, problem-based learning, hands-on learning, etc.).
  - Support Learning Communities (100% freshmen) and plan for continuation of program
  - Support teaching innovation through development grants and other opportunities
- D. Integrate student learning in foundational (Gen. Ed) skills with concepts and knowledge required for a student's major; assure programs reflect discipline research and workforce needs.
  - Support General Education Committee in guiding/coordinating assessment of gen. ed.
  - Through the Assessment Committee, evaluate department assessment plans
  - Assess general education and disseminate aggregated results to faculty, staff, and students.
- E. Provide services that address students' academic, financial, social, and personal needs to be successful in college; monitor students' satisfaction with these services.
  - Assess effectiveness of student advising
  - Assess the Developmental Studies Advisory's coordination of developmental courses
  - Program to enhance students' engagement (ASAB, organizations, and Multicultural Affairs)
  - Monitor use of counseling services to assure student needs are being met
  - Update long-range plan for campus housing to meet student needs for the next five-ten years
  - Administer student survey of campus services to and enhance campus service areas
- 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.
  - Obtain funding through state General Obligation Bond and legislative/executive branches to renovate music and technology buildings; address HVAC, electrical distribution, and IT needs.
  - Coordinate renovations to meet campus needs: (Science, San Juan Village, natatorium)
  - Prioritize needed classroom renovations/upgrades to accommodate technology/teaching needs
  - Upgrade Web-CT (version 6) and Banner technology, and provide training for all users
  - Provide annual safety and regulatory training for employees
- G. Use institutional data and strategic planning to leverage resources to meet institutional needs that advance the University mission with practices that reflect integrity
  - Continue cyclical UG program review (data provided to depts.)
  - Policy monitoring by IACUC, Human Subjects, and UPC, and University Council
  - Comply with audits and mandated financial reviews
  - Seek guidance from Budget & Planning Committee on University budget and resource allocation
  - Reformat and review all University policies and procedures
  - Initiate campus "intranet" for secure information/data sharing

**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.
  - Establish recruiting goals that reflect regional ethnic diversity
  - Support faculty in contacting/mentoring students in their undergraduate or graduate study
  - Sponsor special events that showcase ENMU's Hispanic-Serving institutional status
  - Partner with area schools in articulation agreements and Transfer Days for transfer success
- B. Assure access and affordability to the diverse students in our service area and in New Mexico.
  - Support the ENMU Foundation's fundraising efforts to finance scholarships to support students
  - Expand scholarship support for high-ability students
  - Monitor ENMU tuition, fees, and other costs, relative to region and peer institutions, to remain affordable for students in our service area
- 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.
  - Offer courses/programs to distance learners on-site, online, videoconference, hybrid deliveries.
  - Offer "cultural fluency" workshops and instructional initiatives that diversify curriculum offerings
  - Add online tutoring support and extended campus services to existing web page information
- D. Understand and capitalize on the diversity of campus cultures and structures so that diversity becomes a resource to achieve excellence in learning.
  - Sponsor events (Diversity Festival, Latino Leadership Summit, etc.) that value diversity
  - Provide students with opportunities for national and international exchange programs.
  - Through targeted recruiting, increase numbers of international students on campus

**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.
  - Through the Teaching – Learning Committee, provide annual faculty professional development
  - Staff Development Committee will offer at least 40 workshops annually to provide training in technology, campus procedures, policies and regulations, safety, or skill enhancement
- B. Strengthen the ENMU system--Portales, Roswell, Ruidoso--through collaborations and mutual support.
- 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.
  - Partner with CCC to enhance transfer student success, esp. teacher education candidates
  - Assist Ruidoso branch to build a campus infrastructure consistent with new branch status
  - Partner with Roswell to deliver courses to NM prisons, Aviation, EMS, SWK and others
  - Upgrade ENMU IT backbone; implement H323 technology; expand number of online courses
  - Offer enrichment/life-long learning courses through DEO to campus and community audiences