

2009-2010 Academic Affairs Operational Plan

The Mission of Academic Affairs: To increase Access and Success for Students

This mission aligns with AQIP Category One: Helping Students Learn: Category One identifies the shared purpose of all higher education organizations and is accordingly the pivot of any institutional analysis. This Category focuses on the teaching–learning processes within a formal instructional context, yet also addresses how the entire organization contributes to student learning and overall student development. It examines processes and systems related to learning objectives; mission-driven student learning and development, intellectual climate, academic programs and courses, student preparation, key issues such as technology and diversity, program and course delivery, faculty and staff roles, teaching and learning effectiveness, course sequencing and scheduling, learning and co-curricular support, student assessment measures, analysis of results, and improvement efforts .

It also aligns with the Strategic Challenges of the institution as identified by the Strategic Planning Committee. Strategies in yellow are the ones the Strategic Planning Committee deemed most important.

Strategic Challenge 1: Increase enrollment and student success.

Strategy 1.1 Serve identified key markets and aggressively recruit and retain students from these markets, while remaining open to new opportunities as informed by University assessment methods and strategies.

Strategy 1.2 Create, expand, and market programs and services to meet customer needs identified through various assessments and environmental changes.

Strategy 1.3 Design strategies to fully utilize and continuously evaluate the effectiveness of WNMU’s tuition, fees, and financial aid resources.

Activity	Person or Group Responsible	Time Line	Update January 2010	Update July 2010
Continue to focus on continuous	All members of Academic	Ongoing		

improvement: mapping processes; addressing gaps; consulting our stakeholders; cross functional, collaborative teams (1.1, 1.2)	Affairs			
Continue to focus on Measurement and Accountability through the VSA; CUP data; Dashboard data; Gen Ed Assessment ; Retention and Graduation Rates, both traditional measures and alternative means of measuring as well as telling our story better. (Strategy 1.2; 6.3)	Faye Vowell, Marcia Bourdette, Institutional Researcher, Deans, Chairs, Directors			
Continue to maintain our accreditations and explore additional ones: System Portfolio and Visit; NCATE self study and visit; MOT self study and visit; BSW and MSW self study and visit; Explore CACREP accreditation. (Strategy 1.1)	Chairs/Deans, Faye Vowell, Marcia Bourdette, Institutional Researcher			
To ensure currency of academic programs, new programs will be created and program reviews conducted. (1.1 and 1.2)	Faye Vowell, Marcia Bourdette, Institutional Researcher, Deans, Chairs, Directors	Ongoing		
Continue to support Dual Enrollment Legislation (1.1, 1.2, 1.3, 1.4)	Faye Vowell, Chris Farren, Dan Tressler, Carey Walker, DeAnne Miller, Liza Kuecker, Randy Jennings, Michael Metcalf,	Ongoing all year.		

	Katherine Warren High school counselors and principals from our feeder schools			
Continue to support quality online courses and degrees . Restructure online advising and give more support to the graduate school (1.2, 1.4, 3.7, 4.2)	Katherine Warren Online Policy Working Group	Ongoing all year.		
Work with the School of Applied Technology to offer new degrees—especially green degrees, certificates, and certifications in a condensed and skill based manner. This reorganization will call for changes in administrative, faculty, curriculum, and governance processes. Also focus on spaceport and establishment of advisory boards. (1.2, 5.2)	Tony Macias, Linda Thompson, Sammy Silva, Faye Vowell, Virginia Huegel, C&I, Charlene Ashburn, Sherri Bays, Betsy Miller, Dan Tressler	Ongoing all year		
Work with developmental studies, English, and Math faculty to align curriculum , pedagogy and assessment efforts and track the progress of our students who begin in developmental studies (1.2)	Developmental Writing, Math, and Reading faculty, Math faculty, Writing faculty, Faye Vowell, Institutional Researcher	Ongoing all year		
Work with faculty to meet the HED/legislative mandate to establish a standard cut off score on a standard high	Developmental Writing, Math, and Reading faculty, Math faculty, Writing faculty, Faye	Ongoing all year		

school graduation/college admissions test (1.2)	Vowell,			
Work to do quality program reviews , meeting deadlines and working to ensure our programs are of the highest quality and meet a student and societal need (1.2)	Faye Vowell, Marcia Bourdette, Institutional Researcher, faculty writing program reviews	Follow the deadlines in the Regents Manual		
Revitalize departmental student outcomes assessment efforts to get reports in on time and use the information gathered (1.2)	Faye Vowell, Virginia Huegel, Department Chairs, Assessment Committee	Meet Assessment Committee deadlines		
Work with IT, Media Services, and EU to create a first rate ITV experience for our students (1.2)	Faye Vowell, Duane Elms, Gilda Ortego, Donna Rees, Marcia Bourdette	Ongoing		
Implement FoE recommendations. (1.1 and 1.2)	Faye Vowell, Marcia Bourdette, Jenny Coleman, Chairs, Deans, Director of First Year Experience	Ongoing		
Include faculty efforts to support first year experience and quality of online course activities in their MBOs and in Departmental Goals (1.2, 1.4)	Faye Vowell, Chairs, Deans, Director of First Year Experience	Ongoing		
Work to update the Academic Affairs Web Pages and keep them current (1.2)	All of Academic Affairs faculty and staff	Ongoing		
Create procedures to implement the policies that emerge from the online policy group(1.4)	Faye Vowell and others as needed	Ongoing		

Write our system portfolio for our AQIP Accreditation and get ready for the team visit (1.2)	Mary Billings with input from faculty, staff, chairs, vps and President	Portfolio due in November 2009		
Continue to administer the online student evaluation form for all online classes.(1.2; 1.4)	Katherine Warren, Judy Lavell, CA Carey, and the Faculty Evaluation Committee, Greg Rolfe	Use for fall 2009 and Spring 2010 evaluations		
Work to create a paperless office and processes in the Academic Affairs Office, starting with the Graduate Program (1.1)	Marcia Bourdette, Elisha Melendrez Garcia, Evelyn Misquez Alvarado, Faye Vowell	June 2010		

Strategic Challenge 2: Improve, broaden, and sustain a quality life experience for all WNMU students.

Strategy 2.1 Meet or exceed the customer service and support needs of our students.

Strategy 2.2 Define and implement a student complaint process that incorporates continuous monitoring and evaluation of its effectiveness.

Strategy 2.3 Identify and use benchmarks to help evaluate and improve external and internal supplier/vendor relationships that impact students, such as bookstore, food service, and residence hall facilities, practices, and policies.

Strategy 2.4 Expand and broaden student curricular and extracurricular activities at all campuses and in their respective communities.

Strategy 2.5 Systematically promote cultural awareness and appreciation within the institution.

Strategy 2.6 Better prepare present and future students for their higher education experience. (cf. ASC, Admissions, and Financial Aid services)

Strategy 2.7 Continue to implement and evaluate the effectiveness of First Year Experience actions in response to the Foundations of Excellence recommendations.

Activity	Person or Group Responsible	Time Line	Update January 2010	Update July 2010
<p>Implement recommendations Foundations of Excellence self study (2.7) Especially to hire a Director of First Year Experience</p>	VPs and President	Ongoing		
<p>Continue to support Service Learning and Civic Engagement (2.4,2.5)</p>	Magdaleno Manzanares	Ongoing all year		
<p>Partner with the Volunteer Center on the Food Security in Grant County Initiative (2.4)</p>	Emma Bailey	Ongoing all year		
<p>Create a new process to monitor and support general education assessment at the behest of the AQIP site visitors and in response to the Articulation Task Force and the Assessment Task Force (2.4, 2.5, 2.6)</p>	Faye Vowell, Virginia Huegel, chairs of departments that offer general education courses, Assessment Committee, Gen Ed Subcommittee of C&I	Ongoing all year		
<p>Continue to support educational and cultural learning opportunities and services provided by Museum, McCray Gallery, and Expressive Arts (2.4, 2.5)</p>	Cynthia Bettison, McCray Gallery Director, Museum, Expressive Arts			

Offer monthly advising training sessions for all faculty and staff (2.1, 2.5)	Faye Vowell and faculty volunteers	Ongoing all year		
--	------------------------------------	------------------	--	--

Strategic Challenge 3: Improve and sustain the welfare, morale, and work effectiveness of all WNMU employees through the creation of an environment that supports faculty and staff dedication to WNMU’s mission and values.

Strategy 3.1 Create an environment that supports faculty and staff dedication to WNMU’s mission, vision and values.

Strategy 3.2 Nurture and celebrate diversity throughout WNMU campuses and their respective communities.

Strategy 3.3 Systematically review staff and faculty/adjunct classifications, salaries, and benefits against relevant benchmarks and make necessary adjustments as possible.

Strategy 3.4 Increase the efficiency and effectiveness of the recruitment, screening, and hiring processes.

Strategy 3.5 Implement and maintain a Human Resource Plan that addresses needs for and skills of current and future employees.

Strategy 3.6 Maintain a consistent and systematic employee orientation.

Strategy 3.7 Develop and implement cross-training programs that support continuity of services in University operations

Strategy 3.8 Initiate a defined professional development and training process for staff and faculty.

Strategy 3.9 Use effective and inclusive communication strategies and processes.

Activity	Person or Group Responsible	Time Line	January 2010 Update	July 2010 Update
Work with the AQIP People First team (3.4)	Marcia Bourdette and team members	Ongoing all year		

Work to enhance the experience of part time faculty (adjuncts) (3.2, 3.3, 3.5, 3.6) Especially in the creation of an Adjunct Faculty Handbook	Faye Vowell, Virginia Huegel, Chairs, Deans, Salary and Benefits	Ongoing all year		
Work to enhance staff/faculty interaction and increase collegiality in Academic Affairs.(3.2)	Faye Vowell, Marcia Bourdette, Virginia Huegel, Cynthia Bettison	Ongoing all year		
Encourage and support the systematic review of staff classifications and salaries in Academic Affairs to ensure comparable to peer institutions. (3.3)	Faye Vowell, Marcia Bourdette, Cynthia Bettison	Ongoing all year		
Continue to support faculty efforts to put courses and degrees online (1.4, 3.7, 4.2)	Katherine Warren and the Online Policy Work Group	Ongoing all year.		
Create a process to ensure that all instructors receive a copy of their student evaluations. (3.3)	Faye Vowell, Marcia Bourdette, Chairs, Deans			
Discuss the policies that have been reviewed by the attorney and give feedback to the policy committee. (3.7)	All of Academic Affairs	Ongoing.		
Offer Chairs/Deans/ Directors more professional development activities (3.7)	Faye Vowell, Marcia Bourdette	Ongoing		
Give greater attention to job descriptions in the hiring process (3.4)	Faye Vowell, Marcia Bourdette, Chairs, Deans, Directors	Ongoing		

Strategic Challenge 4: Sustain and improve a quality technology environment that supports students, faculty, staff, and communities in the use and value of instructional, administrative, and communication technologies.

Strategy 4.1 Establish and implement a technology and technical infrastructure renewal and replacement plan that addresses funding and customer/stakeholder needs.

Strategy 4.2 Hire appropriate instructional technology personnel necessary to support a robust distributed education infrastructure.

Strategy 4.3 Prioritize technology related equipment requirements of different customers and stakeholders.

Strategy 4.4 Implement technology to support community efforts (e.g., electronic calendars and other vehicles that support communication)

Strategy 4.5 Create educational services that enhance WNMU’s relationship with its education and economic development partners.

Strategy 4.6 Develop and implement an intellectual property policy that addresses faculty and institutional interests and concerns.

Strategy 4.7 Enhance resources to train/educate faculty and staff in leading edge communication technologies.

Activity	Person or Group Responsible	Time Line	January 2010 Update	Update July 2010
Develop and implement an intellectual property policy that addresses faculty and institutional interests and concerns. (4.6)	Faculty Senate and General Assembly will discuss this issue in 2009-2010	December 2009 Regents meeting	.	
Establish and implement a technology and technical infrastructure renewal and replacement plan that addresses funding and customer/stakeholder needs.(4.1)	Duane Elms, all VPs, the President and the Online Policy Work Group	Ongoing all year.		

Strategic Challenge 5: Improve, broaden and sustain WNMU’s economic development, community, regional, and global relationships.

Strategy 5.1 Continue to assess community needs, such as alumni, DOL, HED, regional residents, etc., and implement actions to meet those needs.

Strategy 5.2 Meet market demands for new degrees, career training, and workforce development.

Strategy 5.3 Support the Small Business Development Center (SBDC) and regional economic development opportunities.

Strategy 5.4 Expand and document our relationships in the global communities that WNMU serves.

Strategy 5.5 Proactively increase WNMU’s positive public image and visibility.

Activity	Person or Group Responsible	Time Line	January 2009 Update	July 2009 Update
Work with the School of Applied Technology to offer new degrees—especially green degrees, certificates, and certifications in a condensed and skill based manner. This reorganization will call for changes in administrative, faculty, curriculum, and governance processes. Also focus on spaceport and establishment of advisory boards. (1.2, 5.2)	Tony Macias, Faye Vowell, Virginia Huegel, C&I, Charlene Ashburn, Sherri Bays, Betsy Miller, Dan Tressler	Ongoing all year		
Be responsive to requests from HED and the legislature (5.3, 7.1)	Faye Vowell	Ongoing		
Support engagement and participation in the Silver City Arts & Cultural District (5.3, 5.4, 5.5)	Cynthia Bettison, Museum Staff,			

	Michael Metcalf, Expressive Arts Faculty			
--	--	--	--	--

Strategic Challenge 6: Improve fiscal and material resources in order to address the needs identified in the strategic plan

Strategy 6.1 Augment funding and tuition revenues from additional sources.

Strategy 6.2 Maintain and expand existing facilities and equipment and address significant infrastructure needs.

Strategy 6.3 Regularly review existing processes, programs, and practices to evaluate whether there are “smarter” and more cost effective ways to accomplish them.

Activity	Person or Group Responsible	Time Line	January 2009 Update	July 2009 Update
Continue to work on grants that will enhance income (6.1)	All faculty and staff	Ongoing		
Continue Cost Containment efforts in regard to degree plans, course rotations, class sizes, restructuring departments, energy savings, 4 day week	All faculty and staff especially chairs/deans/directors	Ongoing		

Strategic Challenge 7: Increase accountability to all stakeholders

Strategy 7.1 Fully inform stakeholders

Strategy 7.2 Provide for stakeholder feedback.

Strategy 7.3 Respond in a timely fashion to regulatory and accreditation requirements.

Activity	Person or Group Responsible	Time Line	January 2009 Update	July 2009 Update
Update system portfolio for submission in 2009 (7.3)	Mary Billings, Faye Vowell, Chairs, Deans, Directors	November 2009		
Be responsive to requests from HED and the legislature (5.3, 7.1)	Faye Vowell	Ongoing		
Participate in HED task forces to provide the WNMU perspective (7.1)	Faye Vowell and other faculty, chairs, deans who volunteer	Ongoing		
Publish the minutes of Cabinet, Academic Council, and Chairs Council by email to faculty and staff stakeholders (7.1)	Faye Vowell, Marcia Bourdette, Evelyn Misquez Alvarado, Elisha Melendrez Garcia	Ongoing		
Publish important to documents in draft form for stakeholder feedback and communicate issues so that Academic Affairs faculty and staff can provide feedback (7.2)	Faye Vowell, Marcia Bourdette, Deans, Chairs	Ongoing		
Ask chairs/Deans to review syllabi, visit classes, and go over student evaluations with their faculty for both online and face to face classes (7.2)				

Created by Faye Vowell [Academic Affairs Operational Plan .doc](#) 8-9-09
Revised 8-11-09 with comments from Cynthia Bettison