

The Mission of Student Affairs: To increase student success by providing services for the development of the whole person.

This mission aligns with AQIP directives and with the strategic challenges of Western New Mexico University as identified by the Strategic Planning Committee.

Strategic Challenge 1: Increase enrollment and student success at all campuses, both physical and virtual.

Strategy 1.1 Identify potential key markets and aggressively recruit new students from these markets using an established marketing plan that proactively addresses AQIP Action Project Marketing Team recommendations, marketing consultant reports, PR recommendations and reports, and other relevant information

Strategy 1.2 Undertake appropriate needs assessments to identify requirements of different customers and stakeholders and utilize these assessments to build and expand programs and services to meeting identified needs.

Strategy 1.3 Utilize all available tuition waivers, scholarships, and other financial aid opportunities.

Strategy 1.4 Establish, support, and market on-line courses, programs, and degrees.

<u>Activity</u>	<u>Responsible Party</u>	<u>Time Line</u>	<u>Update - January 2009</u>	<u>Update - July 2009</u>
Expand recruitment area to include parts of Southern California. (1.1)	Director of Admissions	Ongoing throughout AY 2009 - 2010	11/10/08 - participating with 64 schools in the Lakewood, CA, School District	Will visit schools again in fall, 2009; have expanded to include 3 community colleges; due to the CA financial situation, this is an even larger market for us; WUE waivers help.
Expand recruitment area to include Maricopa County, Arizona. (1.1)	Director of Admissions	Ongoing throughout AY 2009 - 2010	11/10/08 - attended "Student Success Recharged" program and renewed our presence from 2-3 years ago; met with counselors in that school system; we discussed and are now following up on the progress of an articulation agreement.	Now getting student athletes; articulation agreement complete; WNMU has a presence on their web site; WUE and AZ waivers are a successful inducement; can also offer outstanding academic transfer scholarships, as well
Expand recruitment efforts to include visits for transfer days at various 2-year schools. (1.1)	Director of Admissions	Ongoing throughout AY 2009 - 2010	11/10/08 - work in progress at Central NM Community , Santa Fe Community College, San Juan College, ENMU Roswell, El Paso Community College, Cochise College, Pima College, Eastern Arizona College, and Central Arizona College.	Attracting students who have achieve AA or AS at these schools; providing materials to the various branches of other NM institutions, as well; added NM Jr. College in Hobbs.

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Continue to support faculty efforts to put courses and degrees on-line. (1.4, 3.7, 4.2)	Director of Admissions; On-line Policy Group, Extended University, Office of Student Affairs	Ongoing throughout AY 2009 - 2010	11/10/08 - making improvements in communication plan for on-line students; improving turn-around time for responses to both graduate and undergraduate	Moving to electronic communications; all ASC advisors will be on-line advisors; directing and implementing processes for improving customer service; have improved turn-around-time for response to students to 2 business days or less.
Partner with area schools in establishing and growing the Dual Enrollment program. (1.1)	Dual Enrollment Program Coordinator	Ongoing throughout AY 2009 - 2010	Partnered with TorC, Lordsburg, Deming, Silver, Cobre, Cliff, Magdalena, and Socorro high schools. Testing software installed.	Expanded to include Animas, Quemado, Cesar Chavez, Aldo Leopold, Silver Christian, Agape, Down to Earth, apple Tree, and Reserve; increased from 450 to 550 students this spring and from 70 to 170 this summer.
Utilize Mustang Express to reach students on all campuses. (1.1)	Director of Career Services/Cooperative Education	Ongoing throughout AY 2009 - 2010	11/10/08 - complete.	Mustang Express is being used but does not appear to be very successful; will explore use of Blackboard Vista's Portfolio and Community tabs.
Implement new services to achieve greater student satisfaction, thereby assist in improving retention, and to affect recruitment of new students through referrals from graduating students. (1.1)	Director of Career Services/Cooperative Education	Ongoing throughout AY 2009 - 2010	11/10/08 - introduce Minute Clinics across WNMU's Silver City campus; looking into ways to provide this information on-line; established Optimal Résumé service.	Minute Clinics have been very successful, so they are being expanded; ideas being explored include student teams, video creations, and Blackboard Vista's landing page.
Provide necessary accommodations to help students with special needs succeed, which helps to improve enrollment retention. (1.1)	Director of Special Needs	Ongoing throughout AY 2009 - 2010	11/10/08 - increased number of students to whom service is provided (51 this semester).	Exploring methods of advertising these services; plan to go to various classes at the beginning of each term; have developed information packet; plan to create a pamphlet.
VA Outreach (1.1)	Registrar	September, 2010	7/21/09 - Establish and expand VA outreach in conjunction with other WNMU divisions.	Exploring ways to participate and beginning the planning stages.
Outreach to high schools (1.1)	Director of Financial Aid	Spring, 2010	7/21/09 - Work with counselors to present workshops on financial aid as means of encouraging attendance in all regional high schools	Building relationships and begin planning during Fall, 2009, for implementation in Spring, 2010.
Outreach to high schools (1.1)	Director of MASA	Ongoing throughout AY 2009 - 2010	7/21/09 - Market WNMU events to the local high schools.	Send flyers, provide posters, and give presentations - preparations underway.

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 Develop and implement a student complaint process with appropriate monitoring and feedback mechanisms.

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.

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 Implement foundations of Excellence recommendations for all first-year students, particularly those transitioning from high school to college.

<u>Activity</u>	<u>Responsible Party</u>	<u>Time Line</u>	<u>Update on January 2009</u>	<u>Update on July 2009</u>
Established an open-door policy for all students. We are visited on a regular basis by the international students, students on waivers, and some scholarship students. We provide a friendly atmosphere and encourage students to return at their leisure. (2.1)	Director of Admissions	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Ongoing efforts to ensure that we serve students from all backgrounds and with all levels of abilities.
Address student needs. (2.1)	Director of First-Year Experience	Ongoing throughout AY 2009 - 2010	All activities of the department are based on student needs as they arise.	Assist with course rotations; communicate with instructors so we can work with students struggling in classes early enough to help prevent failure.
Develop Student Success Seminars on-line to reach more students. (2.1)	Director of First-Year Experience	Ongoing throughout AY 2009 - 2010	On-line Student Success Seminar classes are being offered on-line; the plan is to expand the number of offerings.	First summer 2009 session overflowed and had to be expanded due to the success of this program; further expansion underway; participate in the Jump Start program.

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<p>Develop student awareness of long-term services that retain their involvement with WNMU through the Career Services Department. (2.1)</p>	<p>Director of Career Services/Cooperative Education</p>	<p>Ongoing throughout AY 2009 - 2010</p>	<p>Began holding campus-wide Minute Clinics in fall 2008 to make students aware of our services; began offering OptimalRésumé service on-line for students and alumni in fall 2008, which requires continuing contact with our office while allowing ease of on-line use.</p>	<p>Exploring the use of marketing students; expanding Minute Clinics due to success of that program; OptimalRésumé had enjoyed a good response and we are exploring the possibility of including the interview module; planning for a fall career fair to complement the annual spring event.</p>
<p>Offer student activities outside the classroom that assist with students' long-term goals. (2.4)</p>	<p>Director of Career Services/Cooperative Education</p>	<p>Ongoing throughout AY 2009 - 2010</p>	<p>Pre-interview counseling and mock interviews are offered to students. Students are able to review their video-taped interviews with Career Services staff. This service is promoted in class and club presentations with strong support from WNMU instructors. Students are provided access to on- and off-campus career fairs, with travel assistance from New Mexico Consortium of Career Educators & Employers (of which WNMU Director is a founding member) to some off-campus career fairs. C.S. staff is working closely with instructors to convert work experience related to students' degree/objective to a co-op for academic credit.</p>	<p>Will present at Student Success Seminars, Jump Start program; will include presentations to Dual-Enrollment students; will explore presentations as part of Student Success Seminar on-line classes; exploring use of work-study funds for cooperative education programs</p>
<p>Make appropriate community referrals in order to continue to meet student health needs when those needs exceed HC scope. (2.1)</p>	<p>Director of Student Health Services</p>	<p>Ongoing throughout AY 2009 - 2010</p>	<p>Ongoing throughout AY 2009 - 2010</p>	<p>Continue into fall 2009 semester.</p>

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On-site pharmacy offers medications at reduced prices and facilitates convenience and maximizes adherence to and success of treatment plan. (2.1)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Recommend follow up appointments as appropriate. (2.4)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Include health and wellness information on Mustang Express/Health Center web page. (2.1)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Offer periodic health and wellness and safety tips via Mustang Express e-mail server. (2.1)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Present programs on health topics to students in the dormitories. This offers convenience to the students and maximizes turnout. (2.1)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Maintain walk-in policy which offers convenience and addresses student lifestyle and health care needs. (2.1)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Maintain current clinic hours which were established according to student preference. (2.1)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Establish mental health services within Health Center. This addresses a holistic approach to student health and wellness and centralizes the location of healthcare delivery. (2.1)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Present programs on health topics to students in the dormitories. This offers convenience to the students and maximizes turnout. (2.4)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Post flyers around campus to advertise services and programs. (2.4)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Continue into fall 2009 semester.
Develop health screening programs/activities for physical and mental health issues. (2.4)	Director of Student Health Services	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Expanding mental health services from 20 to 32 hours per week.

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Provide service to students with special needs. (2.1)	Director of Special Needs	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Working to identify additional needs and market our services accordingly.
Provide financial aid workshops on campus so students understand the benefits and responsibilities associated with every type of financial aid (2.1)	Director of Financial Aid	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	New workshops planned for the upcoming fall, 2009, semester.
Move to electronic communications with students for all financial aid information (2.1)	Director of Financial Aid	Ongoing throughout AY 2008 - 2009	Completed in spring, 2009	Complete.
Move to on-line forms (2.1)	Director of Financial Aid	Ongoing throughout AY 2008 - 2009	Completed in spring, 2009	Complete.
Participate in National Clearinghouse to allow student to access and print enrollment certifications, view enrollment histories, track verifications and deferments, obtain information regarding existing student loans, and order transcripts via the web (2.1)	Registrar	Fall, 2009	7/21/09 - Agreements have been submitted.	Working on background rules in Banner to set up enrollment data. Service will also assist several campus offices in accessing and providing information as necessary.
Move to on-line forms (2.1)	Registrar	Ongoing throughout AY 2008 - 2009	7/21/09 - Planning complete.	Work underway to get all documents accessible via the web.
Improve speed and accuracy of processing and remove time and aggravation of standing in line to pay graduation fees by having them automatically charged to student accounts; also assists on-line students (2.1)	Registrar	Target is spring, 2009	7/21/09 - Working with Business Office to implement.	
Support groups, particularly for new students (2.4)	Director of MASA	Ongoing throughout AY 2008 - 2009	7/21/09 - plans underway to expand outreach for fall, 2009.	
Connect students to community support services (2.4)	Director of MASA	Fall, 2009	7/21/09 - providing flyers around campus and to family housing residents.	

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Outreach to global students (2.4)	Director of MASA	Fall, 2009	7/21/09 - Pursuing plans to include international students and distance-learners in MASA services	
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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 Nurture and celebrate diversity throughout the University.
- Strategy 3.2 Systematically review staff and faculty/adjunct classifications, salaries, and benefits against relevant benchmarks and make necessary adjustments as possible.
- Strategy 3.3 Increase the efficiency and effectiveness of the recruitment, screening, and hiring processes.
- Strategy 3.4 Develop and implement a human resources plan that addresses needs for a skills of current and future employees.
- Strategy 3.5 Design and implement a consistent, systematic employee orientation.
- Strategy 3.6 Develop and implement cross-training programs that support continuity of services in University operations.
- Strategy 3.7 Initiate a defined professional development and training process for staff and faculty.

<u>Activity</u>	<u>Responsible Party</u>	<u>Time Line</u>	<u>Update on January 2009</u>	<u>Update on July 2009</u>

Strategic Challenge 4: Sustain a quality technology environment that supports students, faculty, staff, and communities in the use and value of instructional, administrative, and communications 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 relationships with its education and economic development partners (e.g., creation of a Cyber-Academy to serve southwestern New Mexico).
- Strategy 4.6 Develop and implement and intellectual property policy that addresses faculty and institutional interests and concerns.

<u>Activity</u>	<u>Responsible Party</u>	<u>Time Line</u>	<u>Update on January 2009</u>	<u>Update on July 2009</u>
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Attempting to upgrade all application materials and make them available on-line. (4.1)	Director of Admissions	Ongoing throughout AY 2009 - 2010	Work has begun on all application materials on-line; many are complete.	Complete - 100% of application materials have been improved and are on-line.
Trying to establish an effective communication plan for recruits, applicants, and students that is proactive rather than reactive. (4.1)	Director of Admissions	Ongoing throughout AY 2009 - 2010	Communication plan is established; system loading is underway.	Reloading system is underway due to a loss of data within Banner.
Upgrade web pages to make them both more attractive and more functional. (4.2)	Director of Admissions	Ongoing throughout AY 2009 - 2010	Some web-page upgrades are complete; the remainder are in process. Completed are the pages about on tuition discounts, which provides access to the Arizona, Colorado, El Paso, and Western Undergraduate Exchange waiver applications; also complete is the page regarding the Competitive Scholarship application.	Completion is due by 9/1/09.
Establish on-line résumé service that assists students in preparing for employer requirements. (4.1)	Director of Career Services/Cooperative Education	Ongoing throughout AY 2009 - 2010	Career Services' new online resume-writing service addresses the needs of students and employers. Department plan includes expansion of this service to include cover letter and interview modules, with partial funding from revenue generated from the Spring Career Fair.	Another link has been added for business students (One Wire); promoting this service through all extended university sites.
Research and provide software needed to assist students with special needs. (4.1)	Director of Special Needs	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Research is complete; searching for funding to update software loads on the Special Needs lab computers.
Imaging server replaced (4.1)	Student Affairs	Due in spring, 2009	Completed in spring, 2009.	Complete.
Begin using multi-function copiers to avoid the need for additional scanning stations (4.1)	Registrar/Director of Financial Aid	Ongoing throughout AY 2009 - 2010	Ongoing throughout AY 2009 - 2010	Additional training and IT support required.

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Expand on-line services by adding Assistant Registrar for On-line Services (4.2)	Registrar	Target 7/1/09	Complete 7/1/09.	Complete.
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Strategic Challenge 5: Improve, broaden, and sustain WNMU's economic development, community, regional, and global relationships.

- Strategy 5.1 Expand and document our relationships in the global communities that WNMU serves.
- Strategy 5.2 Respond with agility and effectiveness to market demands for new degrees, career training, workforce development, and SBDC needs and opportunities for existing and potential businesses and industries in communities served by WNMU.
- Strategy 5.3 Respond in a timely fashion to HED, legislative, and other regulatory requirements.
- Strategy 5.4 Undertake a community-needs assessment (e.g., alumni, DOL, HED, regional residents, etc.) and implement actions to meet essential needs identified.
- Strategy 5.5 Develop and implement a plan to proactively increase WNMU's visibility and a positive public image with the assistance of a professional public-relations firm.

<u>Activity</u>	<u>Responsible Party</u>	<u>Time Line</u>	<u>Update on January 2009</u>	<u>Update on July 2009</u>

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

<u>Activity</u>	<u>Responsible Party</u>	<u>Time Line</u>	<u>Update on January 2009</u>	<u>Update on July 2009</u>

Strategic Challenge 7: Increase accountability to all stakeholders.

- Strategy 7.1 Fully inform stakeholders.
- Strategy 7.2 Provide for stakeholder feedback.

<u>Activity</u>	<u>Responsible Party</u>	<u>Time Line</u>	<u>Update on January 2009</u>	<u>Update on July 2009</u>

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update - ejc - 3/4/09

update - ejc - 7/16/09

Update - ejc - 7/21/09