

Western New Mexico University is a pioneer member of the Higher Learning Commission's Academic Quality Improvement Program (AQIP). Through this institutional accreditation process, participating members are required to practice, and to demonstrate the results of, continuous organizational improvement.

The WNMU Strategic Planning process was formalized in 2005 as an AQIP action project team. Annual environmental scans and a structured "communication tree" process for collecting feedback and disseminating information provide the foundation upon which the WNMU Strategic Plan is built and continuously improved. Similarly, the Team used feedback from students, faculty, staff, and community members in drafting the new Mission and Vision statements, as well as setting the strategic priorities for 2009-2010. The 2009 -2010 Strategic Priorities (see section 5) provided a template for building this year's institutional budget.

WESTERN NEW MEXICO UNIVERSITY STRATEGIC PLAN

1. WNMU Mission (approved by the WNMU Board of Regents December 2008)

Western New Mexico University (WNMU) serves the multi-cultural populations of New Mexico, other states and other nations as a comprehensive university with an additional community college role. While research and public service are important undertakings of the institution, teaching and learning are preeminent at WNMU. We are a University that believes in the promise of every student, and together we work to create an educational community of diverse backgrounds, perspectives and talents that instills the values and develops the knowledge and skills necessary to prepare our students for the challenges of a changing world.

2. WNMU President's Vision

To be recognized as a leader among peer institutions as evidenced by measurable success in meeting the education, research, and service needs of the populations we serve.

3. WNMU Strategic Challenges

- 1: Increase enrollment and student success.
- 2: Improve, broaden, and sustain a quality life experience for all WNMU students.
- 3: Improve and sustain the welfare, morale, and work effectiveness of all WNMU employees.

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.

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

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

7: Increase accountability to all stakeholders.

4. WNMU 2009-2012 Strategies

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.

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.

Strategic Challenge 3: Improve and sustain the welfare, morale, and work effectiveness of all WNMU employees.

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.

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.

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.

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.

Strategic Challenge 7: Increase accountability to all stakeholders.

Strategy 7.1 Regularly inform stakeholders

Strategy 7.2 Regularly seek stakeholder feedback.

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

5. Strategic Priorities for 2009-2010

In order to establish a bridge between the strategic planning process and the budget process, in February, 2009, the Strategic Planning Team developed the following strategic priorities to be used as guideposts in developing the 2009-10 WNMU budget.

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

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

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

Strategy 6.1 Augment funding and tuition revenues from additional sources.

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

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

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

6. Strategic Planning Team Members 2009

Strategic Planning Team Facilitator: Kathie Gilbert

Director of HR: Charlene Ashburn

AQIP Team Co-Chair: Linda Baldwin

VPBA (Acting): Sherri Bays

Staff Senate President: Cynthia Bettison

Quality Coordinator: Mary Billings

AQIP Team Co-Chair: Marcia Bourdette

AQIP Team Co-Chair: Jennifer Coleman

WNMU President: John Counts

IT Director: Duane Elms

VPSA: Chris Farren

Faculty Senate President: Tom Gruszka

VPIA, ED (Acting): Linda Kay Jones

Department Chair Representative: Liza Kuecker

Student Affairs Director Representative: Peggy Lankford

Dean, School of Applied Technology: Tony Macias

Dean, School of Education: Patricia Manzanares-Gonzales

Dean, School of Business Administration: Kooros Maskooki

Department Chair Representative: Michael Metcalf

Dean, Extended University: Donna Rees

AQIP Team Co-Chair: Kelley Riddle

Director, Data Analysis and Research: Eric Siegel

Student Government President: Joseph Stephenson

Athletics Representative: Victoria Stimac

Provost/VPAA: Faye Vowell

Dean, School of Health Sciences and Human Performance: Beth Walker