Strategic Plan

2016-2020

Preparing a diverse community with the skills and education for success

ENMU-Roswell

Contents

a·dept

NOUN

1.   a person who is skilled or proficient at something

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Strategic Planning Process

The leadership at ENMU-Roswell decided to "stop, look, and listen" to our internal and external constituents. To begin this process, monthly information sessions led by Dr. John Madden were initiated in 2012. The information gathered from these sessions plus multiple surveys helped set the stage for the development of the following strategic plan.

A representative group of faculty, staff, and administrators, reviewed environmental data and launched a series of surveys to students, employees, and members of the community that yielded more than one-thousand responses. The committee also organized focus groups comprised of students, college employee, and community leaders to gather more specific data about college operations, community partnerships, and student success.

The data from those surveys and focus groups were then analyzed by the campus core staff and shared during a series of informational sessions. In November 2016, after incorporating additional feedback from various stakeholders, the plan was presented to the Community College Board for approval in December 2016. The Strategic Plan will help guide the college for fiscal years 2016-2020. To evaluate the progress of the plan, key performance indicators for each goal will be measured and reviewed on an ongoing basis, with college leadership setting annual targets for each key metric.

Mission and Core Values

Mission Statement

Preparing a diverse community with the skills and education for success

Our Purpose

- Provide opportunities for completion of Certificate and Associate awards that lead to advanced degrees and employment

- Prepare individuals for opportunities in higher learning through programs such as Adult Education, secondary enrollment, and outreach services

- Offer personal enrichment and career development opportunities through traditional course work, community education, and customized training as well as services for individuals with disabilities

- Foster direct community and economic development through business and workforce development, partnerships for health and social service outreach, and ever increasing business and community partnerships

Core Values

We aspire to be recognized in our community as a caring institution, committed to high standards in all our educational programs and services. As a publicly-supported community college, we strive to provide opportunities for the educational development of our students and a fulfilling work environment for our employees. When students enroll in the college and when employees are hired, they are expected to commit themselves to these institutional values.

Goal One: Achieve High-Quality, Student-Centered Learning

Goal One: Achieve High-Quality Student-Centered Learning

KEY STRATEGIES

1A. Design rigorous educational experiences that combine the delivery of practical knowledge with the development of student creativity and innovation

2A. Implement and scale-up proven student support mechanisms that partner with students to confront and overcome educational barriers

3A. Initiate a college-wide process for strategically scheduling classes to meet student needs

4A. Create clear degree plans and pathways to completion for each academic program

5A. Improve customer service and communication for students

6A. Increase faculty development in pedagogy, assessment, and student accessibility

7A. Utilize technology-enhanced, immersive simulation and predictive analytics to improve student outcomes

8A. Continue institutional process for evaluating faculty, including ongoing classroom observations and reviews of credentials

KEY PERFORMANCE INDICATORS

- Increase the completion of certificates and degrees awarded by an average of one percent annually
- Increase retention, completion, and graduation by an average of one percent annually as defined by national Integrated Public Education Data System (IPEDS) reports
- Assure equity in outcomes for students from underrepresented groups, as compared to overall student outcomes
- Exceed average national licensure exam pass rates
- Increase the response rates of end-of-semester course evaluations by an average of ten percent annually
- Implement one new experiential learning opportunity each year
- Increase college transfer rate to four-year institutions by an average of two percent annually
- Increase participation in student success centers by an average of ten percent annually
- Implement supplemental instruction leaders in two gateway courses annually

Goal Two: Develop Sustainable Programs through Responsible Financial Stewardship

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KEY STRATEGIES

1B. Implement a transparent process to allocate resources based on strategic priorities and the productivity of programs

2B. Evaluate the sustainability and cost effectiveness of program and course offerings

3B. Increase efficiency and sustainability through electronic forms and processes

4B. Increase financial contributions from private and public sources to support programs and operations

5B. Ensure financial, physical, and technological resources are adequate to support educational programs

6B. Devise technology-supported and hybrid educational delivery solutions that transcend time and place barriers, maintain high quality, and foster student success

KEY PERFORMANCE INDICATORS

- *Construct financial dashboard that improves transparency related to resource allocations*
- *Develop procedure and methodology for determining cost-per-student based on program/major fields*
- *Ratios for overall financial health, physical assets, and technological assets indicate responsible financial stewardship*
- *Document fiscal considerations in all program and service area reviews to ensure sustainability*
- *Pursuance and award of external funding sources contribute more than ten percent to overall institutional funding*

Goal Three: Embrace Performance-Based Decision Processes

KEY STRATEGIES

1C. Improve institutional effectiveness plans that assess college operations, programs, and activities

2C. Revise the performance appraisal process with a stronger emphasis on employee development and accountability

3C. Continue to centralize and open up institutional data for both campus and public use

4C. Disseminate timely data to students and faculty to support sound decisions and to improve learning outcomes

5C. Identify the data literacy skills required of employees who produce and/or use data and information in their work assignments

6C. Promote integrated campus planning

7C. Develop campus learning outcomes that reflect the campus mission

KEY PERFORMANCE MEASURES

- *Redesign campus organizational structures to best serve student population*
- *Eighty percent of students and employees respond to the Institutional and Student Satisfaction Surveys that they are satisfied with the quality of instruction*
- *Expand access and other data tools by training three more staff annually*
- *Offer at least two data and technology trainings annually to ensure employees receive the appropriate skills needed to excel in their positions*
- *Establish a data management process in order to improve integrity, analysis, and reporting functions*

Goal Four: Promote Institutional Efficiency and Innovation

Goal Four: Promote Institutional Efficiency and Innovation

KEY STRATEGIES

1D. Streamline college services and processes for incoming students

2D. Improve customer service and communication for students

3D. Reward teamwork, innovation, and measurable outcomes through employee recognition programs and compensation

4D. Implement a comprehensive training system for new and existing employees

5D. Develop future campus leaders

6D. Broaden entrepreneurial activities

7D. Develop competency-based criteria to grant credit for prior experiences in order to widen educational pathways while reducing time to credential completion

KEY PERFORMANCE MEASURES

- Achieve the goal that twenty-five percent of employees annually will engage in professional development

- Demonstrate improved automation and efficiency in the delivery of at least one institutional service or process annually

- Enroll at least one campus employee annually in a recognized leadership training activity

- Survey ten percent of students to identify inefficient campus processes and solve issues with student-centered solutions

- Create processes that encourage employees and students to devise solutions that improve campus operations

- Construct a new employee onboarding process to ensure all new employees receive the training they need to perform their jobs well

- Design a systematic plan to align staffing needs with strategic priorities

- Continue efforts to formalize credit for prior learning procedures

Goal Five: Transform our Workforce and Community Connections

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KEY STRATEGIES

1E. Develop additional partnerships with businesses, K-12, community organizations, policy-makers, and other higher educational institutions

2E. Increase student recruitment efforts, emphasizing traditionally underserved students and regions.

3E. Work with secondary schools to improve college readiness

4E. Improve communications to ensure accessibility and responsiveness

5E. Increase strategic marketing of programs to the appropriate audiences

6E. Improve connections with ENMU-Roswell alumni

KEY PERFORMANCE MEASURES

- Website usage statistics and accessibility indicators show positive increase by an average of two percent annually
- Increase enrollment by an average of two percent annually for underserved populations
- Increase the number of recent graduates and community members utilizing Career Service Center by an average of three percent annually
- Build an Entrepreneurial Center that will provide students and community members with the equipment, guidance, and resources to prototype ideas and plan their launch
- Expand community education and outreach activities