

Initial Strategic Planning Meeting Notes
10.23.2018 – 8:00 to 9:30 am – Board Room

Attendees: Cla Avery, Brianna Bitner, Todd DeKay, Frances Dubiel, Clark Elswick (via phone), Karen Franklin, Ralph Fresquez, Eric Gomez, Benito Gonzales (via phone), Ken Maguire, Linda Neel, Linde Newman, Donna Oracion, Shawn Powell, Rebecca Schneider, and Brent Small (via phone)

1. Welcome and Thank You (Karen)

Karen welcomed the group to the initial meeting of the Strategic Planning Oversight Committee and thanked everyone for agreeing to serve.

What is strategic planning?

It's a process by which an organization sets goals and objectives to achieve your mission and vision.

What is the purpose of a strategic plan?

The fundamental purpose is to align the mission, vision and values. Values are important because they help to provide a standard for how business decisions are made and what are acceptable strategies and tactics.

The cornerstone of strategic plans are the goal, objectives, strategies and tactics. They are the roadmap for getting where you want to go. They define what will be accomplished and when.

Goals provide the long term focus or where we are headed, what do we want to achieve.

Objectives provide the quantitative measurements for achieving the goal. Identify what results we need to work towards that will help achieve the goal. Probably a good idea to set timelines for meeting objectives.

Strategies and Tactics are what we need to do every day, every week that will help to achieve the objectives. This is really the action plan.

Another important aspect of a strategic plan is the **key performance indicators (kpi)**. Identifying important performance metrics allows the organization to gauge how well it's achieving the objectives and therefore the goals. Setting targets for each metric is also a good idea.

2. Explanation of the strategic planning process and plan format (Shawn)

a. Tie into HLC requirements Criterion 5 for Planning. Their last site visit indicated a need for additional assessment across the institution.

b. Committee Structure

The committee is made up of the Senate Presidents, Core Staff, Academic Affairs, Student Affairs, Community members, and students (the students were not available for this initial meeting).

i. This Strategic Planning Oversight Committee will meet monthly through June 2019. Linde will coordinate to find recurring day and time that accommodates the majority.

ii. Timeline

1. October to December – data gathering
2. January – determine goals and identify sub-committee chairs
3. January to April – sub committees work on priorities within goals
4. May – Oversight Committee reviews sub-committees work products and initial draft of strategic plan
5. June – Oversight Committee reviews strategic plan
6. July 1 – publish 2019 to 2024 Strategic Plan

3. **Review of current strategic plan progress** (Todd)

(See attached Key Performance Indicators)

The color-coding is rather subjective and we need to tighten ways in which we measure indicators. The IPEDS Report mentioned in the second bullet under Goal One: High Quality Student-Centered Learning refers only to full-time, first-time degree seeking students, which misses much of our student population.

The University is working to improve transparency and developing procedures and methodology that aligns with the ENMU System. The yellow KPI under Goal Two: Develop Sustainable Programs through Responsible Financial Stewardship will need cost analysis per student per program.

The HLC wants more focus on:

Goal Three: Embrace Performance-Based Decision Processes.

Under Goal Four: Promote Institutional Efficiency and Innovation, we need to better track professional development and how it is enhancing staff and students.

Under Goal Five: Transform our Workforce and Community Connections, we need to remove the word “underserved” in the second bullet and concentrate on increasing enrollment overall and not just for a specific population.

4. **Information collection efforts** (Shawn)

- a. Campus
- b. Community (including Spanish-speaking community)
- c. Specific groups (i.e., advisory boards, tenants, airport businesses)
- d. Who else should we include

The strategic plan needs to focus on student success and increasing enrollment. The information collection effort will be a “funnel” approach – start broad (general) and move to specific in terms of what we want to include in our new strategic plan as priorities – explain our data gathering process (general to specific to everyone involved with the process). The Oversight Committee will sift through the information to develop goals for the plan.

There will be a Small Business / Economic Development meeting next week, and the Joint Advisory Board will meet at the end of November. We are working with RISD to bring

technical education to the forefront. We are also meeting with several community businesses and economic agencies, as well as our tenants (i.e., the New Mexico Rehabilitation Hospital and the Child Development Center). All discussions include information gathering to assist us in revising our strategic plan. Architects and engineers are also being identified to conduct a campus facilities master plan, which will consider facility usage, physical status of our buildings, deferred maintenance, traffic flow, and potential renovations to set facility priorities for the next five years as well.

We are also aligning our policies and strategic plan with the ENMU System.

5. Strategic planning “goals” committee structure/members (Karen and Shawn)

- a. In January the Strategic Planning Oversight Committee will identify goals for this revised strategic plan.
- b. Cross-sectional committees will be formed to address each goal to include the following (this listing may be changed in the future as the goals are developed):
 - i. Community College Board (Shawn)
 - ii. Faculty Senate (Eric)
 - iii. Professional Senate (Frances)
 - iv. Staff Senate (Brianna)
 - v. Academic Program Review (Ken)
 - vi. “Community” committee (Shawn and Donna)
 - vii. K-12 Education
 - viii. Business/industry leaders
 - ix. Community members
 - x. Elected officials

6. Facilitated discussion on vision and mission statements (Todd)

Some components of the Mission, Vision, Purpose, and Core Values have not been updated in many, many years. General consensus of the group indicated a need for concise statements that are easy to remember / recite. They should also align with the ENMU System mission, vision, and goals.

7. Summary/questions (Karen and Shawn)

We need to reach our constituency that do not really understand how we are valuable to the community. We need to find ways to show value to a wider audience. We need to expand outreach beyond Roswell. We need to be intentional in identifying and engaging the community.

The next meeting of the Oversight Committee will be in early November.