

Strategic Planning Oversight Committee Meeting Notes
02.05.2019 – 8:00 to 9:30 – Campus Union Building (CUB) Fireplace Room

Attendees: Cla Avery, Brianna Bitner, Todd DeKay, Frances Dubiel, Clark Elswick (via phone), Karen Franklin, Ralph Fresquez, Ken Maguire, Mike Martinez, Linda Neel, Linde Newman, Annemarie Oldfield, Donna Oracion, Shawn Powell, and Rebecca Schneider

1. Welcome and Thank You

2. Update on Strategic Planning Process

Dr. Powell provided an overview of the strategic planning process and the timeline. Mr. Fresquez asked if shortcomings from our 2017 HLC accreditation site visit are being addressed. Dr. Powell reported a need to focus on improving campus assessment processes was noted and this included all aspects of the campus' operation, to include financial management. Budget sessions are being held across campus to determine how best to meet the campus's priorities and programming needs. Dr. Maguire and Mr. DeKay reported the college joined HLC's Assessment Academy to address academic assessment. All assessment procedures are being reviewed and an academic program review will be conducted by academic affairs as part of the strategic planning process. Every course is being evaluated, as well as how to deliver those courses. The data is being finalized, but should be completed within the next month. Several digital assessment services were evaluated, we selected a product called Watermark. The initial implementation meeting for Watermark will be this week. All programs are submitting student learning outcomes that will be included in the catalog. HLC is scheduled to conduct a focused site visit in spring 2020.

Dr. Maguire noted the overall program review of all programs will be part of the strategic planning process, including program alignment with the ENMU System. The Teacher Education program has been aligned, and local and System administrators meet regularly to keep current. Dr. Powell mentioned that a focus of marketing and advertising would be to identify the associate/certificate programs and bachelors' degrees that can be completed in Roswell.

3. Review January 10 Chambers of Commerce Building Bridges Forum Feedback

Dr. Maguire shared that Mr. DeKay, Ms. Bitner, the AVP's, and Morgan McNabb, Dr. Maguire's assistant, created conversational questions for the November 29 Joint Advisory Boards dinner, and instructors facilitated discussion around those questions. The venue provided a unique opportunity to discuss things the audience is passionate about. About 80 people were involved in planning the event, with 175 total attendance. Dr. Maguire expressed appreciation for everyone involved.

Dr. Powell stated about 40 Chambers members attended the January 10 Building Bridges Forum. The feedback received was similar to the feedback from the Advisory Boards Dinner.

4. Review Start / Stop / Continue Feedback

Dr. Powell categorized the responses from the Listen and Learn Sessions into the themes below. This information was handed out and will be distributed to the planning committees.

One of the topics asked for increased cooperation, and Dr. Powell noted this is already in process. The response categories from these two sessions are listed below:

Focus on student success (i.e., meet student needs)

- Increase student opportunities

- Increase student involvement in campus activities
- Increase recruiting efforts
- Improve advising contact with students
- More faculty-staff interaction regarding programs needs when recruiting and advising students

Review academic programs to ensure they meet student and community needs

- Review class sizes, both enrollment caps and maximum number of students per class
- Review classes being offered and the way/time they are offered (i.e., online, face to face, evenings)
- Review effectiveness of remedial courses
- Continue to offer excellent instruction
- Embrace the programs we have

Increase cooperation across campus

- Provide support and opportunities for people to work together
- Seek input from everyone during planning processes
- Treat everyone fairly
- Do not share confidential information
- Improve professionalism across campus
- Increase appreciation for all employees

Improve campus safety and security

Meet the needs of people with diverse backgrounds

Involve the campus in decision making (i.e., shared governance)

Empower people to make decisions (i.e., stop “micromanaging process and overriding all decisions”)

Improve campus climate and morale (i.e., increase campus functions)

Increase marketing efforts

Continue community outreach and involvement (i.e., increase community input, continue “growing with the community”)

Encourage visibility and interactions on campus (i.e., stop “hiding in offices”)

Review pay structures and increase pay for employees

Upgrade campus facilities

Review and improve campus services

- Residential halls
- Food service

Increase campus wide training and professional development

Improve communication (i.e., reduce rumors, secrets, and blaming others)

Continue assessment and evaluation processes (i.e., future climate surveys)

Review and improve policies

Continue cooperation with Portales (i.e., function as a branch community college of ENMU)

5. Vision and Mission Statements

Vision:

ENMU-Roswell provides pathways for future success through educational growth and personal enrichment.

Mission:

ENMU-Roswell empowers a diverse community with academic and technical skills

- Supports and prepares students for success in a rapidly changing world
- Collaborates with business, industry, and the ENMU system

6. ENMU-Roswell Core Values Development

Current version: 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.

Dr. Powell asked Annemarie Oldfield to develop a draft of our revised core value statements. She assembled a team which considered how these value statements would work in various departments/offices across campus. The team also developed a Philosophy of Learning for consideration. Ms. Oldfield distributed the statements and philosophy to the Oversight Committee, and the group expressed appreciation for the excellent work.

Core Values (foundational beliefs that shape our actions)

Excellence

We surpass expectations in everything we do. All programs and services relentlessly focus on exceeding expectations of students, customers, and partners.

Integrity

We behave with unwavering integrity, and operate in a trustworthy, responsible, and transparent manner in all things. We keep our promises, and we own and learn from our mistakes. We hold ourselves and others accountable.

Unity

We engage and collaborate with each other and our community by building partnerships and working together to embrace challenges, inspire growth, and respond to stakeholder needs.

Connection

We strive to cultivate a nurturing, respectful, and trusting environment of growth and development. We treat others with courtesy and compassion, and respect differences. We engage in active listening and behave in an approachable, responsive, and thoughtful manner. We nurture positive and diverse relationships.

Philosophy of Learning (what guides our work?)

Learning is the primary driver behind our Mission and Vision. We believe learning is a lifelong process of intellectual and interpersonal growth that occurs when individuals expand their depth of knowledge, skills, and experiences. We believe that learning empowers individuals to improve their personal lives and the economic, social, and cultural conditions of local and global communities.

The committee liked the presentation of the vision, mission, core values, and philosophy of learning all on one page. Consensus from the committee was approval of the philosophy as it supports the vision and mission, and it also applies outside of classroom. Mr. DeKay and Ms. Bitner will create a survey of the core value statements and the philosophy of learning to obtain feedback from the campus. The survey will be open for two weeks, and the results will be discussed at March 5 Oversight Committee meeting.

7. Updates from Planning Committees

(Each committee was tasked to develop 5-10 priorities to be accomplished over the five-year timeline of the strategic plan 2019-2024, report out on priorities, and reduce redundancies.)

i. **Student Success** (Chairs: Mike Martinez and Linda Neel)

Topics include Orientation and Dual Credit

Priority: Enrollment Management

Strategy: Develop and strengthen New Student Orientation

1. Form an ad hoc committee to begin planning for Fall 2019 New Student
2. Orientation
3. Formulate a tentative agenda for the event, with input from the committee members and tentative presenters
4. Finalize activities for the event
5. Notify and register students for the event
6. Conduct the first event

Strategy: Increase enrollment by 4%

1. Attend SEM training opportunities as first steps to the development of an Enrollment Management Plan
2. Identify target populations to include Spanish-speaking populations; prior students—certificate achievers, may owe balances
3. Develop a marketing plan to reach the identified populations—evaluate the need for a marketing outreach budget (Does this fall under Mission Success?)
4. Research CRM systems in an effort to develop a student management plan
5. Actively recruit and market ENMU-Roswell, continue to focus on retention and completion of students
6. Evaluate High School Dual Credit courses and pathways for increased enrollment
7. Add the Special Services Program Application packet to the Special Services Webpage
8. Incorporate and promote disability services into the overall marketing plan to encourage more participation from individuals with disabilities
9. Enhance marketing efforts for housing utilization
10. Evaluate services and programs for International Student Recruitment to ensure pathways to success

Priority: Student Retention

Strategy: Increase graduation rates by 2%

1. Focus on our retention efforts and certificate and degree completion
2. Scholarship Management Plan and improved processes
3. Maximize CRM system for overall campus-wide communication, incorporating

- academics, student services and other areas on campus
4. Focus on the Early Alert process, including enhancements, training of faculty and staff, feedback

Priority: Improve Overall Customer Service

Strategy: Evaluate all Student Services Processes (Focus Group, Timeline for evaluation)

Strategy: Improve Customer Service in the One Stop Center

1. Increase Customer Service in the One Stop Center
2. Create a process for assisting and monitoring Special Services applicants through all admissions steps, from initial application to Orientation
3. Incorporate the CRM into admissions and registration processes through the One Stop Center

Priority: Campus Safety and Security

Strategy: Campus Aesthetics and Appearance

Strategy: Records Management and Document Recovery System

1. Obtain RMS/DRS for Safety/Security Department to increase efficiency

Strategy: Behavioral Health Services

1. Provide staffing for a full-time Behavioral Health Specialist to address behavioral health needs

Strategy: Develop and implement an Emergency Preparedness Plan for the campus community

Strategy: Perform Campus Safety and Accessibility Study

1. Form a task force to perform a Campus Safety and Accessibility Study to ensure the campus is safe for all members of the campus community, including those with disabilities
2. Schedule and complete improvements and maintenance to meet the needs identified in the study

Priority: Restructure High School Dual Credit Program Administration

Strategy: Evaluate the University High School Dual Credit (HSDC) Responsibilities

1. Review HSDC responsibilities to determine which duties are related to academics vs student services
2. Consider an additional position in the academic affairs area to coordinate HSDC from a curriculum standpoint
3. Review and form consensus regarding HSDC responsibilities moving forward

Strategy: Revise Student Services Processes to reflect new structure for HSDC programs

1. Revise processes in the Student Services area to reflect the changes that will focus more on the coordination of recruiting, registration and records management for HSDC Students

- ii. **Faculty/Staff Success** (Chairs: Eric Gomez and Rebecca Schneider)
Topics include Professional Development

1. Professional Development
 - a. Training: New Hire and Consistent
 - b. FTE Banner Trainer
 - c. Banner Training on Updates (Consistent & Mandatory)
 - d. Hard and Soft Skills Training
 2. Succession Planning
 3. Course Load
 4. Increase Hiring Initiatives for Staff
 5. Communication
 - a. Regular Communication from Dr. Powell—emails
 - b. Meeting Flexibility for Faculty—Change In-Service to Mid-September
 6. Supplies
 - a. Provide Supplies to Adjuncts/Faculty to better do their jobs
 7. Recognition
 - a. More Recognition for Faculty
 - b. Service Awards: Provide people with something they can use—no pins or certificates
- iii. **Community Success** (Chairs: Donna Oracion and Cla Avery)
 Topics include Foundation Fundraising
1. Build and Foster Community Education/Lifelong Learning Classes. Work with iCenter-promote use of center and variety of equipment.
 2. Promote area workforce development/economic development through Customized Training offerings.
 3. Create new outreach services off campus, for example through the establishment of an outreach office located in central Roswell. Explore space at RISD Administration Center.
 - a. Consider transportation solutions -Shuttle Service?
 4. Explore and create new, relevant business/community partnerships for training, co-sponsorships.
 5. Create new opportunities to reach older/adult students returning to college.
 - a. Establishment of annual Adult Learning scholarships through ENMU-Roswell Foundation.
 6. Identify other underserved populations in the area and find ways to reach them. (Stay at home moms, at risk teens, senior citizens, Spanish speaking)
 7. Implement new outreach activities to engage 50-plus population, such as a lectures series on different topics for a minimal charge (\$4).
 8. Promote new fundraising avenues through the ENMU-Roswell Foundation.
 9. Promote service learning projects among students across campus to better connect our students with the community. Student ambassador groups?
 10. Host additional community events and open houses on campus for

entertainment/networking (Business After Hours) to bring more people to campus. Perhaps partner with other organizations to co-sponsor more events. Possibly explore special use permits to serve alcohol?

a. Host an ENMU-Roswell reception at Liberty

11. Increase/explore new advertising platforms/locations to improve awareness/visibility about what is available at ENMU-Roswell:

a. Civic Center

b. Sippy and Opals

c. Visitor Center

d. Aquatic Center

12. Increase presence/visibility at existing community events like at Hike It Spike It (CDL simulator, EMS students work with ENMMC at medical tent; fundraising activity for the Foundation?)

Mr. Fresquez noted that there is a need to target students who dropout of high school. A discussion of the Adult Learning Center was held and Mr. Martinez reported the center serves approximately 1200 students a year.

Dr. Powell noted that the establishment of an off-campus center in downtown Roswell has been discussed. He stated the establishment of an off-campus center must be approved by the CCB, BOR, and Legislature. The soonest this could happen would be in 2020 during next year's legislative session, if this is a campus priority moving forward. Dr. Maguire added a center in Artesia should also be considered.

iv. **Community Employer Success** (Chair: Brianna Bitner)

Topics include continued Contact with Community and Business to ensure input is received

Key Strategies

1. Re-establish and sustain partnerships with businesses, K-12, community organizations, policy-makers, and other higher educational institutions.
2. Increase student recruitment efforts, emphasizing traditionally underserved students and regions.
3. Work with secondary schools to increase career pathways and post-secondary readiness.
4. Increase engagement with the local business community through workforce development, continuing education, and customized training.
5. Improve communication and collaboration with communities.
6. Increase strategic marketing of all programs.
7. Utilize connections with ENMU – Roswell Alumni.

Key Performance Measures

1. Bi-Annual Program performance report focusing on points of contact with businesses, K-12, community organizations, policy-makers, and other higher educational institutions.
2. Increase enrollment and retention rate by an average of two percent annually for underserved student populations.

3. Percentage of secondary school students enrolled in an ENMU Roswell career pathway and/or dual credit course will increase by two percent annually.
4. Work with five additional businesses and increase number of students in workforce development, continuing education, and customized training by five percent annually.
5. Percentage of partners attending collaboration and/or advisory board meetings will increase by two percent.
6. Identify and review ENMU Roswell strategic marketing program; assessing individual program needs and opportunities.
7. Number of ENMU Roswell Alumni participating in at least one campus sponsored activity will increase by two percent annually.

Some key strategies will overlap with other committees, especially with the other community committee.

- v. **Mission Ready Success** (Chairs: Todd DeKay and Karen Franklin)
 Topics include Academic Program Review, Dual Credit Programs, and Catalog/HED/HLC/Financial Aid Degree Alignment

Goal: "To be prepared for what stakeholders asks us to do, when and where they need us to do it and in the manner they expect us to do it."

Strategies

1. Develop a catalog that is annual, accurate, consistent format, relevant, easily updated, user-friendly with automated search capability, and program learning outcomes tied to program descriptions
2. Create seamless career pathways to best serve our stakeholders
3. Provide support and assistance to help stakeholders/students to achieve their goals (financial aid and literacy, academic support, career planning and placement, etc.)
4. Create enrollment management processes that both ease student registration tasks and help boost overall enrollment
5. Engage in practices to continually review and adapt operations to best serve students, employees and the community.
6. Produce employable completers and graduates who have the needed technical skills for their chosen field and who can work individually, as a team member, and are prepared to manage, lead, and grow their personal and professional lives;
7. Streamline the processes to begin, offer, and conclude program offerings quickly in response to rapidly changing workforce demands;
8. Designate specific positions to lead and coordinate interaction with employers and secondary schools
9. Schedule & publicize regular state-of-the-campus and community input events.
10. Ensure Student Handbook aligns to the Catalog.

11. Review items related to the delivery of learning – i.e. BlackBoard, MathXL, and other electronic deliverables that directly impact students
12. Complete scheduling of classrooms in a timely manner so that Campus Tours and New Student Relations can show students where their classes are located

This group struggled with what is mission ready success? Operational excellence and the campus itself need to be included, as well as non-academic areas. What should the group focus on?

Ms. Newman will compile the priorities from the planning committees and send to the Oversight Committee.

Dr. Powell asked the planning committee Chairs to consider the following in their upcoming meetings as they further develop their priorities: timeframe within the 5-year plan, resources needed to achieve goal/priority, funding requirements, and responsible parties (i.e., office or functional area of primary responsibility not individuals).

Mr. DeKay and Dr. Powell will develop a template for the priorities, so that the lists of priorities will be uniform.

It was expressed that the Campus Facility Master plan seems to be a missing piece in the committee's work. Dr. Powell responded the Campus Facility Master Plan, while a part of overall strategic planning is being developed by a local architectural firm, ASA Architects with campus input. The timeframe for the completion of the Campus Facility Master Plan is August 2019.

Future Oversight Committee meeting dates

Tuesday, March 5, 8:00-10:00 am, Fireplace Room

- i. 2nd Core values review
- ii. Continue committee priorities review (coordination across committees)
- iii. Provide feedback to committees
- iv. Committee priorities finalized March 31

Tuesday, April 9, 8:00-10:00 am, Fireplace Room

- i. Draft plan initial review by Oversight Committee
- ii. CCB informational item – draft strategic plan review April 17

Tuesday, May 7, 8:00-10:00 am, Fireplace Room

- i. CCB action item to review revisions and approve strategic plan May 15

Tuesday, June 4, 8:00-10:00 am, Fireplace Room

- i. BOR review/approve strategic plan June 1

Timeline

January — determine goals and identify sub-committee chairs

January to April — sub committees will work on priorities within goals

May — Oversight committee reviews sub-committees work products and initial draft of strategic plan

June — Oversight committee reviews strategic plan

July 1 — 2019 to 2024 Strategic Plan is published

August to December — Operational level of Strategic Planning by: Academic Affairs, Business Affairs, Community Development, Human Resources, and Student Affairs

- Link these plans to college strategic plan in developing vision/mission/goals
- Develop more specific priorities for individual areas considering current and future needs
- Include resource requirements for identified priorities