

**A Vision in Progress
Introduction
Fiscal Years 2010-2014**

During fiscal year 2009, a five-year strategic plan for fiscal years 2010-2014 was developed for New Mexico State University Alamogordo. The goals, objectives and measures for the plan follow.

**Strategic Plan Task Force
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**A Vision in Progress
Executive Summary
Fiscal Years 2010-2014**

Goal A

Improve and promote fiscal accountability and responsibility

Objective 1: Improve reporting methods of fiscal accountability

- Measure 1: Promote fiscal accountability by providing, on a quarterly and annual basis, a summary of departmental fiscal activity on the G: drive
- Measure 2: Continue to assure that planning priorities are the basis for budget decisions by analyzing and following the Strategic Plan

Objective 2: Diversify revenue generation efforts

- Measure 1: Hire additional accountant to assist VP of Business and Finance to oversee grants and contracts and other items of business
- Measure 2: Implement a student technology fee - present annual reports to NMSU-A on monies collected and how fee is used
- Measure 3: Increase use of Tays Center for instruction
- Measure 4: Increase revenue generated from Tays Center

Objective 3: Improve efficient use of energy and resources

- Measure 1: Implement campus sustainability plan
- Measure 2: Conduct pilot test of 10-hour, 4-day work week
- Measure 3: Annually assess ADA compliance of campus

Goal B

Continuously improve quality instruction

Objective 1: Improve and increase web-based, iPod and hybrid instruction

- Measure 1: Increase alternative methods of course delivery (such as web-based, iPod, hybrid, Second Life) across appropriate curricula by 5% per year (as measured by increase in credit hours)
- Measure 2: Syllabi for all courses offered must be posted in Banner and on NMSU-A website by the time classes begin
- Measure 3: Provide a listing of sources for students to access learning materials and digital components at least 2 weeks prior to the first day of classes

Objective 2: Increase opportunities for faculty and staff development

- Measure 1: Provide on-campus professional development for faculty and staff at least once per month and provide a list of activities in annual report
- Measure 2: Institute systematic process for faculty and staff to apply for professional development funding
- Measure 3: Seek funding opportunities not provided in Measures 1 or 2
- Measure 4: Increase faculty and staff recognition (non-monetary) by 5% per year

Objective 3: Improve scheduling of courses for degree completion

- Measure 1: Implement 2-year rotation of courses for degree completion

Objective 4: Prioritize budget to maintain and ensure quality instruction

- Measure 1: Recruit and retain faculty and staff by increasing salaries as defined by the median of the Mercer study
- Measure 2: Ensure equitable workloads, by filling faculty and staff positions as needed and as resources allow
- Measure 3: Increase faculty and staff personnel as enrollment increases – goal: 60:40 ratio of part-time to full-time faculty, and 1:25 ratio of faculty to students

Objective 5: Continuously improve technology infrastructure

- Measure 1: Implement well-defined technology plan that includes technology infrastructure needs
- Measure 2: Implement appropriate technology fees that will maintain and upgrade facilities per technology plan

Objective 6: Continuously improve instruction by assessing student needs

- Measure 1: Increase student response to online course evaluations to the same rate as face-to-face evaluations
- Measure 2: Assist with improving instruction by reducing withdrawal rates after census from both courses and the institution by 2% per year
- Measure 3: Increase student satisfaction with classes as measured by improved ratings on course evaluation forms

Goal C

Expand and promote student opportunities

Objective 1: Continue to increase student enrollment

- Measure 1: Increase enrollment of students by 3% per year as measured by student credit hours
- Measure 2: Increase enrollment in non-credit courses by 3% per year as measured by student headcount

- Measure 3: Increase enrollment of those in the 50 year old plus population taking courses for credit or non-credit by 3% per year as measured by headcount
- Measure 4: Work with Otero County Economic Development Council to develop a new community survey to help determine new degree and certification offerings (review previous surveys with OCEDC)

Objective 2: Increase marketing for all student opportunities

- Measure 1: Increase marketing and recruitment activities that will assist with increasing military-related enrollments by 2% per year
- Measure 2: Increase visibility of NMSU-A by securing webmaster services
- Measure 3: Create baseline for student contacts – increase number of student contacts within service area by NMSU-A personnel
- Measure 4: Increase visibility of NMSU-A by participating in 50% of major organizations in service areas at least once per year

Objective 3: Promote lifelong learning opportunities

- Measure 1: Review and recognize completion status of service projects with student organizations every December and May
- Measure 2: Document and report annually activities that promote collaboration between NMSU-A and the diverse communities we serve

Objective 4: Develop academic program offerings to meet the needs of the diverse communities we serve

- Measure 1: Improve academic program offerings to meet the needs of the diverse communities as measured by such things as increased enrollment and graduation rates

Goal D
Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 1: Increase student retention rates

- Measure 1: Increase the first fall to second fall retention rates of first-time, full-time, degree-seeking students by 2% per year
- Measure 2: Increase retention rate of first-time students who are enrolled in at least one developmental course
- Measure 3: Increase the percentage of ABE students who transition to NMSU-A classes by 2% per year

Objective 2: Increase student engagement on campus and in the diverse communities we serve

- Measure 1: Increase the activities of campus student groups by 2% per year
- Measure 2: Increase the number of events on campus that includes student participation and attendance by 5% per year

Objective 3: Continuously improve student support services

- Measure 1: Increase student satisfaction with Academic Advising as measured by an increase in the mean satisfaction score of advising-related questions on the Noel-Levitz Student Satisfaction Inventory Survey by 0.10 (on a scale of 1 to 7) each time the survey is conducted
- Measure 2: Increase student satisfaction with Financial Aid as measured by an increase in the mean satisfaction score on financial aid-related questions on the Noel-Levitz Student Satisfaction Inventory Survey by 0.10 (on a scale of 1 to 7) each time the survey is conducted
- Measure 3: Increase the percentage of students who apply for financial aid by 2% per year
- Measure 4: Increase the dollar amount of scholarships available to, and awarded to, students by 2% per year
- Measure 5: Increase the types of communication channels used to advise, inform and engage students (such as using Instant Messaging, MySpace, etc)
- Measure 6: Increase the percentage of advised students as a percentage of student population

Objective 4: Continuously improve and increase usage of academic support services

- Measure 1: Increase the use of the Academic Support Center (ASC) services by 2% per year
- Measure 2: Increase the use of library services by 2% per year
- Measure 3: Increase the collaboration between faculty and their classes with the ASC and library
- Measure 4: Increase student satisfaction with the ASC (tutoring services) as measured by an increase in the mean satisfaction scores of tutoring-related questions on the Noel-Levitz Student Satisfaction Inventory Survey by 0.10 (on a scale of 1 to 7) each time the survey is conducted
- Measure 5: Increase student satisfaction with the library as measured by an increase in the mean satisfaction scores of library-related questions on the Noel-Levitz Student Satisfaction Inventory Survey by 0.10 (on a scale of 1 to 7) each time the survey is conducted

Objective 5: Increase student pass, graduation, and transfer rates

- Measure 1: Decrease non-passing rates by 2% per year of (i) individual classes and (ii) overall course loads of students for each term for all student populations
- Measure 2: Increase the three-year graduation rate of the first-time, full-time, degree-seeking students who enter NMSU-A each fall semester by 2% for each succeeding cohort of students
- Measure 3: Increase transfer rates of students with associate degrees (AS and AA) to four-year institutions by 2% per year

Objective 6: Continuously improve workforce readiness

- Measure 1: Increase workforce readiness by 2% per year as measured by student and employer satisfaction and placement surveys
- Measure 2: Increase number of students who participate in workshops, co-ops, internships (for both hard skills and soft skills) that relate to workforce readiness
- Measure 3: Ensure and enhance collaboration on workforce readiness between NMSU Alamogordo and community agencies, advisory boards, etc

Goal E
Promote college readiness by enhancing collaborations

Objective 1: Promote high school student academic readiness by collaborating with high school staff and administration, as well as parents, and high school students

Measure 1: At least once a semester, including summers, offer workshops/seminars on test preparation

Measure 2: Partner with area high school educators to encourage students to take English, math and reading placement tests at the end of their 9th grade year (prior to developing their schedule for their fall semester of 10th grade) with the goal of increasing the number taking the placement tests by 3% per year following baseline year

Measure 3: Increase by 2% the number of students who take test preparation and workshops; analyze cohort data for placement into Math 120 and English 111

Measure 4: Offer area educators the opportunity to take college placement tests once a semester – these opportunities would be used to promote an understanding of minimum standards for entry into college-level English and math – increase the number of testing opportunities by 3% per year

Objective 2: Increase awareness of requirements for higher education and work force readiness by collaborating with students, staff, and community members committed to forming a regional partnership

Measure 1: Increase high school student enrollment in “College 101” by 2% per year and compare cohort data for students who enroll in “College 101” and students who do not enroll in “College 101”

Measure 2: Delegate at least five representatives from the NMSU-A campus to participate in at least two regional events per year

Objective 3: Encourage high school level student participation in college courses by collaborating with high school staff, parents, and high school students

Measure 1: Explore a variety of opportunities and find the resources (such as Gear Up and TRIO grants, church visits, home visits, etc) that would encourage first-generation college students to explore opportunities in higher education

Measure 2: Work closely with high school staff and administrators to promote dual enrollment, and work to increase the number of students taking dual enrollment courses by 2% per year

Measure 3: Improve retention rate of all dual enrollment students by 2% per year

Objective 4: Promote academic awareness and readiness for nontraditional students, e.g., GED, returning, home schooled, and retraining students through collaboration with the diverse communities we serve

Measure 1: Implement strategies that will provide workshops for nontraditional students – increase the number of workshops by 3% per year

Measure 2: Increase number of contacts with regional agencies, i.e., Workforce Solutions, Department of Vocational Rehabilitation (DVR), to provide information concerning educational opportunities for their clients

Measure 3: Increase contacts with community clubs, organizations, and senior centers in the communities served by the campus, to make them aware of course offerings, certificate programs, two-year degree programs, non-degree programs, and professional development training

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 1: Improve reporting methods of fiscal accountability

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Promote fiscal accountability by providing, on a quarterly and annual basis, a summary of departmental fiscal activity on the G: drive	FY2010 – FY2014	Current resources	Current resources	FY2009	VPBF

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 1: Improve reporting methods of fiscal accountability

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Continue to assure that planning priorities are the basis for budget decisions by analyzing and following the Strategic Plan	FY2010 – FY2014	Current resources	Current resources	FY2009	APAC SP Task Force President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 2: Diversify revenue generation efforts

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Hire additional accountant to assist VP of Business and Finance to oversee grants and contracts and other items of business	FY2011	Contingent upon funding	Same as Resources Needed	FY2009	Administrative Council VPBF

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 2: Diversify revenue generation efforts

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Implement a student technology fee - present annual reports to NMSU-A on monies collected and how fee is used	FY2010 – FY2014	\$2.00 per credit added to student fee	Dependent on student and Regent approval	FY2009	IT Coordinator VPBF President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 2: Diversify revenue generation efforts

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase use of Tays Center for instruction	Planning phase FY2010; Implement FY2011-2014	Scheduling of classes, M-F, 8am-10pm	Same as Resources Needed	FY2009	Tays Coordinator Assistant to VPAA VPAA VPBF

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 2: Diversify revenue generation efforts

Measure 4	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase revenue generated from Tays Center	FY2010 – FY2014	Increase revenue generated by 10%/year until self-sustainable (including salaries)	Same as Resources Needed	FY2009	Tays Coordinator VPBF President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 3: Improve efficient use of energy and resources

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Implement campus sustainability plan	Define plan in FY2010; Implement plan FY2011	Unknown until sustainability plan is completed	Same as Resources Needed	FY2009	Sustainability Task Force Facilities Coordinator President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 3: Improve efficient use of energy and resources

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Conduct pilot test of 10-hour, 4-day work week	Implement June-July 2009; Assess results FY2010	Unknown until pilot test is completed	Same as Resources Needed	FY2009	Sustainability Task Force Administrative Council

**A Vision in Progress
Fiscal Years 2010-2014**

Goal A: Improve and promote fiscal accountability and responsibility

Objective 3: Improve efficient use of energy and resources

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Annually assess ADA compliance of campus	FY2010 – FY2014	Dependent on assessment	Same as Resources Needed	FY2009	ADA Task Force Facilities Coordinator

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 1: Improve and increase web-based, iPod and hybrid instruction

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase alternative methods of course delivery (such as web-based, iPod, hybrid, Second Life) across appropriate curricula by 5% per year (as measured by increase in credit hours)	Annually through FY2014	Course development fee for online courses Software upgrades Prof. Development	\$16,000/yr \$8,000/yr \$10,000/yr	FY2009	Division Heads VPAA

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Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 1: Improve and increase web-based, iPod and hybrid instruction

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Syllabi for all courses offered must be posted in Banner and on NMSU-A website by the time classes begin	Spring 2010	Current resources	Current resources	FY2009	Division Heads VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 1: Improve and increase web-based, iPod and hybrid instruction

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Provide a listing of sources for students to access learning materials and digital components at least 2 weeks prior to the first day of classes	Spring 2010 to be implemented by Fall 2010	Forms developed using current resources	Current resources	FY2009	Division Heads VPAA

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Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 2: Increase opportunities for faculty and staff development

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Provide on-campus professional development for faculty and staff at least once per month and provide a list of activities in annual report	FY2010 - FY2014	N/A	Maintain at \$3,500 (\$3,000 TLC, \$500 NESC); re-evaluate annually	FY2009	VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 2: Increase opportunities for faculty and staff development

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Institute systematic process for faculty and staff to apply for professional development funding	Process defined Fall 2009; Implement Spring 2010	Spring 2010 - \$10,000 Fall 2010/Sp 2011-\$10,000 ea. semester Fall 2011/Sp 2012-\$10,000 ea. semester Fall 2012/Sp 2013-\$10,000 ea. semester Fall 2013/Sp 2014-\$10,000 ea. semester	Same as Resource(s) Needed	FY2009	Professional Development Committee (2 staff, 3 faculty) President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 2: Increase opportunities for faculty and staff development

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Seek funding opportunities not provided in Measures 1 or 2	FY2010 – FY2014	Current resources	Current resources	FY2009	Individual faculty and staff ACAO

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Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 2: Increase opportunities for faculty and staff development

Measure 4	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase faculty and staff recognition (non-monetary) by 5% per year	FY 2010 – FY 2014	Current resources	Current resources	FY2009	Consortiums: Non-Exempt Staff Exempt Staff Faculty Assembly President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 3: Improve scheduling of courses for degree completion

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Implement 2-year rotation of courses for degree completion	Defined in Catalog Summer 2010	Current resources	Current resources	FY2009	Assistant to VPAA Divisions Heads VPAA

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Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 4: Prioritize budget to maintain and ensure quality instruction

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Recruit and retain faculty and staff by increasing salaries as defined by the median of the Mercer study	AY2010 - AY2014	FY09 - \$121,000 fac/staff FY10 - \$483,020 fac/staff FY11 - \$699,668 fac/staff FY12 - \$774,668 fac/staff	Same as Resource(s) Needed	FY2009	VPBF President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 4: Prioritize budget to maintain and ensure quality instruction

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Ensure equitable workloads, by filling faculty and staff positions as needed and as resources allow	FY2010 – FY2014	FY2009 – baseline FY2010 - \$215,000 FY2011-2014 – TBD	Same as Resource(s) Needed	FY2009	Administrative Council

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 4: Prioritize budget to maintain and ensure quality instruction

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase faculty and staff personnel as enrollment increases - goal: 60:40 ratio of part-time to full-time faculty, and 1:25 ratio of faculty to students	FY2010 – FY2014	FY2009 – baseline FY2010 – \$12,000 part-time salaries and overload FY2011 - \$22,000 part-time salaries and overload FY2012-2014 – Contingent on resources and ratio	TBD	FY2009	Administrative Council

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 5: Continuously improve technology infrastructure

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Implement well-defined technology plan that includes technology infrastructure needs	Define plan FY2010; Implement plan FY2011	TBD per technology plan	TBD per technology plan	FY2009	Technology Committee IT Specialist Facilities Coordinator Library Director/AV Specialist President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 5: Continuously improve technology infrastructure

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Implement appropriate technology fees that will maintain and upgrade facilities per technology plan	Define plan FY2010; Implement plan FY2011	TBD per technology plan	TBD per technology plan	FY2009	Technology Committee IT Specialist Facilities Coordinator Library Director/AV Specialist VPBF President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 6: Continuously improve instruction by assessing student needs

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase student response to online course evaluations to the same rate as face-to-face evaluations	AY2010 – AY2014	Current resources	Current resources	FY2009	Division Heads IR Coordinator VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 6: Continuously improve instruction by assessing student needs

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Assist with improving instruction by reducing withdrawal rates after census from both courses and the institution by 2% per year	AY2010 – AY2014	N/A	N/A	FY2009	Retention Specialist Division Heads IR Coordinator VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal B: Continuously improve quality instruction

Objective 6: Continuously improve instruction by assessing student needs

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase student satisfaction with classes as measured by improved ratings on course evaluation forms	AY2010 – AY2014	Current resources	Current resources	FY2009	Division Heads IR Coordinator VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal C: Expand and promote student opportunities

Objective 1: Continue to increase student enrollment

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase enrollment of students by 3% per year as measured by student credit hours	AY2010 - AY2014	I&G funding based on enrollment increase to maintain	Contingent upon state funding	FY2009	IR Coordinator provides documentation Administrative Council

**A Vision in Progress
Fiscal Years 2010-2014**

Goal C: Expand and promote student opportunities

Objective 1: Continue to increase student enrollment

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase enrollment in non-credit courses by 3% per year as measured by student headcount	AY2010 - AY2014	Increase in marketing materials 2010 - \$2,000 2011 - \$3,000 2012 - \$4,000 Secure grant funding for 50+ population	Same as Resource(s) Needed	FY2009	Comm. Ed Coordinator ACAO

**A Vision in Progress
Fiscal Years 2010-2014**

Goal C: Expand and promote student opportunities

Objective 1: Continue to increase student enrollment

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase enrollment of those in the 50 year old plus population taking courses for credit or non-credit by 3% per year as measured by headcount	AY2010 - AY2014	Increase in marketing materials 2010 - \$2,000 2011 - \$3,000 2012 - \$4,000 Secure grant funding for 50+ population	Same as Resources Needed	FY2009	Comm. Ed Coordinator PR Coordinator IR Coordinator ACAO VPSS

**A Vision in Progress
Fiscal Years 2010-2014**

Goal C: Expand and promote student opportunities

Objective 1: Continue to increase student enrollment

Measure 4	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Work with Otero County Economic Development Council to develop a new community survey to help determine new degree and certification offerings (review previous surveys with OCEDC)	AY2011 – AY2012	Define survey participants and write grants to secure resources	Same as Resources Needed	FY2009	VPAA President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal C: Expand and promote student opportunities

Objective 2: Increase marketing for all student opportunities

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase marketing and recruitment activities that will assist with increasing military-related enrollments by 2% per year	AY2010 – AY2014	2010 - \$1,000 2011 - \$2,000 2012 - \$3,000	Same as Resources Needed	FY2009	PR Coordinator IR Coordinator VPSS

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Goal C: Expand and promote student opportunities

Objective 2: Increase marketing for all student opportunities

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase visibility of NMSU-A by securing webmaster services	AY2010	Contingent upon funding	Same as Resources Needed	FY2009	Library Director

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Goal C: Expand and promote student opportunities

Objective 2: Increase marketing for all student opportunities

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Create baseline for student contacts - increase number of student contacts within service area by NMSU-A personnel	AY2010 – create baseline AY2011-AY2014 – increase student contacts	Based on baseline date	Same as Resources Needed	FY2009	IR Coordinator VPSS

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Goal C: Expand and promote student opportunities

Objective 2: Increase marketing for all student opportunities

Measure 4	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase visibility of NMSU-A by participating in 50% of major organizations in service areas at least once per year	Create list AY2010	Current resources	Current resources	FY2009	IR Coordinator VPSS VPAA President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal C: Expand and promote student opportunities

Objective 3: Promote lifelong learning opportunities

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Review and recognize completion status of service projects with student organizations every December and May	Implement Fall 2009 – Spring 2014	N/A	N/A	FY2009	Student Organization Advisors VPSS

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Fiscal Years 2010-2014**

Goal C: Expand and promote student opportunities

Objective 3: Promote lifelong learning opportunities

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Document and report annually activities that promote collaboration between NMSU-A and the diverse communities we serve	AY2010 – AY2014	Current resources	Current resources	FY2009	IR Coordinator President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal C: Expand and promote student opportunities

Objective 4: Develop academic program offerings to meet the needs of the diverse communities we serve

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Improve academic program offerings to meet the needs of the diverse communities as measured by such things as increased enrollment and graduation rates	AY2010 – AY2014	Unknown	Unknown	FY2009	VPSS VPAA President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 1: Increase student retention rates

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the first fall to second fall retention rates of first-time, full-time, degree-seeking students by 2% per year	Devise plan AY2010; implement plan AY2011	Existing resources	Existing resources	FY2009	Student Retention Coordinator IR Coordinator VPSS

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Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 1: Increase student retention rates

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase retention rate of first-time students who are enrolled in at least one developmental course	AY2010 – AY2014	Existing resources	Existing resources	FY2009	Developmental programs Student Retention Coordinator IR Coordinator (reporting) ASC Director

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Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 1: Increase student retention rates

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the percentage of ABE students who transition to NMSU-A classes by 2% per year	AY2010 – AY2014	Existing resources	Existing resources	FY2009	ABE Coordinator VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 2: Increase student engagement on campus and in the diverse communities we serve

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the activities of campus student groups by 2% per year	AY2010 – AY2014	Semester reports from all student groups	Same as Resources Needed	FY2009	Student organization advisors VPSS

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Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 2: Increase student engagement on campus and in the diverse communities we serve

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the number of events on campus that includes student participation and attendance by 5% per year	Define process AY2010; implement process AY2011	Current resources	Current resources	FY2009	Student Gov't President Student Organization Advisors IR Coordinator VPSS

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 3: Continuously improve student support services

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase student satisfaction with Academic Advising as measured by an increase in the mean satisfaction score of advising-related questions on the Noel-Levitz Student Satisfaction Inventory Survey by 0.10 (on a scale of 1 to 7) each time the survey is conducted	Even years	Cost to conduct survey: 2010 - \$2,000 2012 - \$2,000 2014 - \$2,000	Same as Resource(s) Needed	FY2009	Advising Coordinator Division Heads IR Coordinator VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 3: Continuously improve student support services

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase student satisfaction with Financial Aid as measured by an increase in the mean satisfaction scores on financial aid-related questions on the Noel-Levitz Student Satisfaction Inventory Survey by 0.10 (on a scale of 1 to 7) each time the survey is conducted	Even years	Unknown	Same as Resources Needed	FY2009	Financial Aid Coordinator IR Coordinator VPSS

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 3: Continuously improve student support services

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the percentage of students who apply for financial aid by 2% per year	Define process FY2010; implement process FY2011-2014	Existing resources	Existing resources	FY2009	Financial Aid Coordinator IR Coordinator VPSS

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 3: Continuously improve student support services

Measure 4	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the dollar amount of scholarships available to, and awarded to, students by 2% per year	FY2010 - FY2014	Define process FY2010; implement process FY2011	Same as Resources Needed	FY2009	VPSS Foundation President President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 3: Continuously improve student support services

Measure 5	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the types of communication channels used to advise, inform and engage students (such as using Instant Messaging, MySpace, etc)	AY2010 – AY2014	Existing resources	Existing resources	FY2009	IT Coordinator Library Director VPSS

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 3: Continuously improve student support services

Measure 6	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the percentage of advised students as a percentage of student population	Define process in AY2010; Implement in AY2011	Unknown	Unknown	FY2009	Division Heads VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 4: Continuously improve and increase usage of academic support services

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the use of the Academic Support Center (ASC) services by 2% per year	Define process in AY2010; implement in AY2011	Current resources	Current resources	FY2009	ASC Coordinator IR Coordinator

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Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 4: Continuously improve and increase usage of academic support services

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the use of library services by 2% per year	Define process in AY2010; implement in AY2011	Current resources	Current resources	FY2009	Library Director

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 4: Continuously improve and increase usage of academic support services

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the collaboration between faculty and their classes with the ASC and library	Define process AY2010; implement in AY2011	Current resources	Current resources	FY2009	ASC Coordinator Library Director Division Heads

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 4: Continuously improve and increase usage of academic support services

Measure 4	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase student satisfaction with the ASC (tutoring services) as measured by an increase in the mean satisfaction scores of tutoring-related questions on the Noel-Levitz Student Satisfaction Inventory Survey by 0.10 (on a scale of 1 to 7) each time the survey is conducted	Even years	Cost to conduct survey: 2010 - \$2,000 2012 - \$2,000 2014 - \$2,000	Same as Resources Needed	FY2009	ASC Coordinator IR Coordinator

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Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 4: Continuously improve and increase usage of academic support services

Measure 5	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase student satisfaction with the library as measured by an increase in the mean satisfaction scores of library-related questions on the Noel-Levitz Student Satisfaction Inventory Survey by 0.10 (on a scale of 1 to 7) each time the survey is conducted	Even years	Cost to conduct survey: 2010 - \$2,000 2012 - \$2,000 2014 - \$2,000	Same as Resources Needed	FY2009	Library Director IR Coordinator

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 5: Increase student pass, graduation, and transfer rates

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Decrease non-passing rates by 2% per year of (i) individual classes and (ii) overall course loads of students for each term for all student populations	Define process AY2010; implement in AY2011	Unknown	Unknown	FY2009	Student Retention Coordinator Division Heads IR Coordinator VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 5: Increase student pass, graduation, and transfer rates

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase the three-year graduation rate of the first-time, full-time, degree-seeking students who enter NMSU-A each fall semester by 2% for each succeeding cohort of students	Define process in AY2010; implement in AY2011	Existing resources	Existing resources	FY2009	Student Retention Coordinator Division Heads IR Coordinator VPSS VPAA

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Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 5: Increase student pass, graduation, and transfer rates

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase transfer rates of students with associate degrees (AS and AA) to four-year institutions by 2% per year	AY2010 – AY2014	Existing resources	Existing resources	FY2009	IR Coordinator VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 6: Continuously improve workforce readiness

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase workforce readiness by 2% per year as measured by student and employer satisfaction and placement surveys	Define process in AY2010; implement in AY2011	Unknown	Unknown	FY2009	IR Coordinator VPAA President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 6: Continuously improve workforce readiness

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase number of students who participate in workshops, co-ops, internships (for both hard skills and soft skills) that relate to workforce readiness	Define process AY2010; implement process AY2011	Unknown	Unknown	FY2009	Community Ed Coordinator Division Heads SBDC Coordinator VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal D: Increase the retention and success of all students who enroll at NMSU Alamogordo

Objective 6: Continuously improve workforce readiness

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Ensure and enhance collaboration on workforce readiness between NMSU Alamogordo and community agencies, advisory boards, etc	Define process AY2010; implement process AY2011	Unknown	Unknown	FY2009	Division Heads VPAA President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 1: Promote high school student academic readiness by collaborating with high school staff and administration, as well as parents, and high school students

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
At least once a semester, including summers, offer workshops/seminars on test preparation	FY2010 – FY2014	Current resources	Current resources	FY2009	ASC Coordinator Division Heads VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 1: Promote high school student academic readiness by collaborating with high school staff and administration, as well as parents, and high school students

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Partner with area high school educators to encourage students to take English, math and reading placement tests at the <u>end</u> of their 9th grade year (prior to developing their schedule for their fall semester of 10th grade) with the goal of increasing the number taking the placement tests by 3% per year following baseline year	Baseline AY2010; Implement 2011-2014	Provided by schools and parents	Same as Resources Needed	FY2009	Area high schools VPAA VPBF President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 1: Promote high school student academic readiness by collaborating with high school staff and administration, as well as parents, and high school students

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase by 2% the number of students who take test preparation and workshops; analyze cohort data for placement into Math 120 and English 111	AY2010 – AY2014	Current resources	Current resources	FY2009	IR Coordinator VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 1: Promote high school student academic readiness by collaborating with high school staff and administration, as well as parents, and high school students

Measure 4	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Offer area educators the opportunity to take college placement tests once a semester - these opportunities would be used to promote an understanding of minimum standards for entry into college-level English and math - increase the number of testing opportunities by 3% per year	AY2010 – AY2014	Current resources	Current resources	FY2009	Area school administrators ASC Coordinator President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 2: Increase awareness of requirements for higher education and work force readiness by collaborating with students, staff, and community members committed to forming a regional partnership

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase high school student enrollment in "College 101" by 2% per year and compare cohort data for students who enroll in "College 101" and students who do not enroll in "College 101"	AY2010 – AY2014	Current resources	Current resources	FY2009	Student Retention Coordinator IR Coordinator VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 2: Increase awareness of requirements for higher education and work force readiness by collaborating with students, staff, and community members committed to forming a regional partnership

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Delegate at least five representatives from the NMSU-A campus to participate in at least two regional events per year	AY2010 – AY2014	Current resources	Current resources	FY2009	President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 3: Encourage high school level student participation in college courses by collaborating with high school staff, parents, and high school students

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Explore a variety of opportunities and find the resources (such as Gear Up and TRIO grants, church visits, home visits, etc) that would encourage first-generation college students to explore opportunities in higher education	Define process in AY2010; implement in AY2011	Unknown	Unknown	FY2009	ACAO VPSS President

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 3: Encourage high school level student participation in college courses by collaborating with high school staff, parents, and high school students

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Work closely with high school staff and administrators to promote dual enrollment, and work to increase the number of students taking dual enrollment courses by 2% per year	AY2010 – AY2014	Current resources	Current resources	FY2009	VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 3: Encourage high school level student participation in college courses by collaborating with high school staff, parents, and high school students

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Improve retention rate of all dual enrollment students by 2% per year	Define process AY2010; implement process AY2011	Current resources	Current resources	FY2009	Student Retention Coordinator Division Heads VPSS VPAA

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 4: Promote academic awareness and readiness for nontraditional students, e.g., GED, returning, home schooled, and retraining students through collaboration with the diverse communities we serve

Measure 1	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Implement strategies that will provide workshops for nontraditional students - increase the number of workshops by 3% per year	Define process AY2010; implement process AY2011	Unknown	Unknown	FY2009	ASC Coordinator VPSS

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 4: Promote academic awareness and readiness for nontraditional students, e.g., GED, returning, home schooled, and retraining students through collaboration with the diverse communities we serve

Measure 2	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase number of contacts with regional agencies, i.e., Workforce Solutions, Department of Vocational Rehabilitation (DVR), to provide information concerning educational opportunities for their clients	FY2010 – FY2014	Current resources	Current resources	FY2009	ACAO VPSS

**A Vision in Progress
Fiscal Years 2010-2014**

Goal E: Promote college readiness by enhancing collaborations

Objective 4: Promote academic awareness and readiness for nontraditional students, e.g., GED, returning, home schooled, and retraining students through collaboration with the diverse communities we serve

Measure 3	Time Frame	Resource(s) Needed	Resource(s) Allocated	Annual Status	Responsible Person(s)
Increase contacts with community clubs, organizations, and senior centers in the communities served by the campus, to make them aware of course offerings, certificate programs, two-year degree programs, non-degree programs, and professional development training	FY2010 – FY2014	Current resources	Current resources	FY2009	Admissions Coordinator Community Ed Coordinator VPSS VPAA President