

New Mexico State University Alamogordo Strategic Plan 2016-2017

Mission Statement

The mission of New Mexico State University at Alamogordo is to provide quality learning opportunities for individuals in the diverse communities we serve.

Vision Statement

New Mexico State University at Alamogordo provides support, inspiration, and intellectual challenge for the students in the diverse communities we serve. We prepare students to be critical and creative thinkers, effective communicators, goal-oriented, socially conscious, prepared for academic and career success, and lifelong learners.

Core Values

We Value Excellence in education as a lifelong opportunity to increase productivity, expand visions, and encourage enjoyment of learning.

We Value Integrity in education through responsible teaching and honest interaction with students, colleagues, and community in an atmosphere of mutual respect.

We Value Innovation as it applies to meeting the individual and changing needs of students, faculty, staff, and community.

We Value Diversity and Globalization in education to prepare learners to be effective in a global society.

Background

New Mexico State University Alamogordo developed a Strategic Plan in 2015-2016 that aligned with the NMSU system Vision 2020 . The plan is based upon four goals that were developed in collaboration with the Strategic Planning Task Force, the NMSU-A President, and faculty and staff. The final version was presented to faculty, staff and students in August 2015 and approved through a general vote.

Process

The President and the Planning and Budget Committee will review the Strategic Plan each summer. KPIs (Key Performance Indicators) will be reviewed and recommendations made to fulfill the needs of the institution in accomplishing goals. These recommendations will be presented as changes to the Strategic Plan that will be sent to the faculty and staff for input. After a final review by the Budget and Planning Committee and the President, the plan will be presented to the campus for approval by a simple majority vote.

Goal 1: Recruitment/Student Success

Provide students with an excellent education in a community college environment that offers opportunity and promotes the enjoyment of lifelong learning. Moreover, to provide students the experiences and knowledge that will lead to success in the workforce or will establish the foundation for further education.

Achievements:

1. Completed Quality Matters course design training for all online instructors.
2. Completed Quality Matters review for all online offerings beginning in Fall 2016.
3. Developed a Retention Plan.
4. Created Curriculum and Assessment Office.
5. Participated in Aggie Pathways development.
6. Created Allied Health degree that is aligned with NMSU's BSN program.
7. Participated in TAACCCT grant.
8. Completed the Learning Signature Year Two Plan.
9. Participated in the HLC Assessment Academy .
10. Hired academic advisors on permanent contracts to promote loyalty and trust.

11. Restructured advising through Student Services to promote discipline-specific information and guidance.
12. Began building relationships with public school counselors and faculty who will help students transfer from high school to college.
13. Removed application fees for graduation.
14. Allowed senior citizens to register at their convenience, rather than the first day of class.
15. Removed online student fees for all military personnel at Holloman Air Force Base.
16. Initiated a two-year course rotation that will be consistent with providing students mapping to completion.

Strategies:

1. Increase the number of completions and overall graduation rates by implementing the NMSU-A Retention Plan.
2. Promote early completion of basic skills courses in the first 24 credit hours by requiring completion of these courses in the students' first year with the support of faculty and advisors, and recommendations outlined in the NMSU-A Retention Plan.
3. Increase retention rates by identifying and using best practices for academic engagement and success, to include early intervention and implementing strategies outlined in the NMSU-A Retention Plan.
4. Remain dedicated to the NMSU-A college-wide Learning Signature as outlined by the Institutional Learning Outcomes Committee, and implement appropriate action plans described for year three.
5. Ensure student learning is continually assessed and improved through meaningful assessment. Work through the Office of Curriculum and Assessment for open communication with faculty and staff, and incorporate well-designed assessment that includes changes to curriculum where needed.
6. Establish student transfer opportunities and articulation agreements to meet needs of students transferring to NMSU, and develop partnerships with other universities.
7. Ensure existing programs remain current through regular meetings with advisory boards.
8. Develop processes that will reduce student debt and loan default rates, and provide financial guidance through the loan process.

9. Build strong, positive relationships with public schools, private schools, and the military by engaging with faculty, staff, and counselors throughout the region to discover their needs.
10. Ensure program offerings meet the needs of new and existing students through a carefully planned two-year cycle of class offerings. This cycle will be consistent for academic planning purposes and allow students to "look ahead" to courses they may need in the coming semester.
11. Support faculty, staff and student well-being by providing information and opportunity for improved health and wellness.

Key Performance Indicators:

- **KPI 01** - Achieve a 20% three-year graduation rate by 2020.
- **KPI 02** - Achieve an 80% Fall to Spring Retention Rate for First-Time, Full-Time Freshmen and achieve a 60% Fall to Fall Retention Rate for First-Time, Full-Time Freshmen.
- **KPI 03** - Attain a 25% IPEDS transfer rate by 2020.
- **KPI 04** - Attain a 5.5% market share enrollment of Alamogordo high school area graduates by 2020 (based on service area population and total for credit enrollment).

Goal 2: Community Engagement & Economic Development

To engage the local community in activities that support the mission of the community college and serves the needs of the local citizens of the region. In addition, the community college will offer appropriate courses to enrich the lives of its students and in turn supply the region with a highly trained workforce.

Achievements:

1. Hired Marketing Director effective 24 August 2015.
2. Established College Bound program to promote education to elementary school students.
3. Increased Continuing Education opportunities through the Continuing Education Office.
4. Initiated a Summer Volleyball Camp for Junior High and High School women.
5. Held the first Health and Wellness Day at NMSU-A.
6. Marketed the Renewable Energy program.

7. Improved marketing and relationship with Holloman Air Force Base by offering more courses on base and waiving online student fees.
8. Partnered with the NMSU Arrowhead Center to develop entrepreneurial opportunities for NMSU-A students by participating in the Studio G Project.
9. Partnered with the Otero Hunger Coalition in which faculty and staff helped prepare community meals.
10. Co-sponsored the Summit on Hunger and Homelessness in Otero County.

Strategies:

1. Improve NMSU-A's community outreach, service, and engagement by promoting communication and cooperation with university stakeholders through targeted marketing strategies.
2. Increase community engagement in education by offering non-credit opportunities in credit classes.
3. Offer Community Education classes with broad topics of interest to support cultural enrichment, life-long learning, and community workforce development opportunities.
4. Discover the educational interests of the community and offer courses or workshops to meet those needs.
5. Offer high-quality support for small businesses through NMSU-A's Small Business Development Center (SBDC).
6. Provide student community engagement through student organizations, service learning, and internships.

Key Performance Indicators:

- **KPI 05** - Increase the number of continuing education students to 400 by 2020.
- **KPI 06** - Achieve an annual increase in number of individuals who are contract-trained.
- **KPI 07** - Increase Ruffalo Noel-Levitz Campus Climate Score to be 5.5 (Mid Quartile as compared to NCCBP national benchmarks).

Goal 3: Resource Stewardship

Effectively support faculty, staff, and student success by assuring budget decisions are based upon sound practice and that efforts are made to generate external funding opportunities for the community college.

Achievements:

1. Established regular meeting schedule with NMSU-A Foundation .
2. Established a 5-year capital outlay plan for the campus infrastructure.
3. Reorganized the academic structure of the campus for cost savings and future financial stability.
4. Acquired \$220,000 in endowed scholarship money.
5. Started using Ad Astra scheduling tool as appropriate.

Strategies:

1. Improve efficient use of resources while maintaining a high-quality academic environment through regular reviews and updates of the campus Sustainability Plan.
2. Effectively administer classroom and administrative space and technology through strategic scheduling.
3. Optimize workforce size and distribution across academic and administrative functions.
4. Seek opportunities for external funding and develop strategies to connect with those who support the institution's mission.
5. Provide professional development for all faculty and staff.

Key Performance Indicators:

- **KPI 08** - Increase the number of professional development opportunities by 50% by 2020.
- **KPI 09** - Increase the scholarship endowment to \$500,000 by 2020.
- **KPI 10** - Achieve an increase in grant revenue by 2020.

Goal 4: Diversity and Internationalization

Promote learning experiences for faculty, staff, and students that will enhance the ability to discover the benefit of diverse cultures, lifestyles, and faiths that define the community college.

Achievements:

1. Completed first study abroad opportunity in Spring 2015.
2. Established Associate of Arts Degree that meets Abitur Program requirements for German Air Force dependents.
3. Added responsibility of oversight and improved diversity and internationalization efforts to current administration duties.
4. The Chair of the Diversity Committee for the NMSU system was elected from NMSU-A.
5. Established an International Day on campus to promote study and teaching abroad.

Strategies:

1. Engage the campus community in welcoming and recognizing faculty, staff, and student diversity and internationalization across disciplines and units, and develop recruitment and retention efforts as appropriate.
2. Enhance engagement of minority students by providing opportunities to engage in activities that promote inclusion and an understanding of various cultures.
3. Assess, enhance, and promote the diversity and international focus of programs, curriculum and services to increasingly foster cross-cultural awareness, internationalization, collaboration, communication and opportunity.
4. Increase study abroad opportunities.
5. Conduct national searches to hire new faculty to promote diversity in ethnicity and geographical and educational background.

Key Performance Indicators:

- **KPI 11** - Achieve diversity among employees and students at least equal to that of the service area as measured by the ratio of institutional minority population to service area minority population.

- **KPI 12** – Increase the number of study abroad opportunities and other international educational travel to at least one per year by 2020.
- **KPI 13** – Increase the number of multicultural activities on the campus to at least one per semester.