



# **WESTERN NEW MEXICO UNIVERSITY**

**WNMU STRATEGIC PLAN**

**2023 – 2028**

**FINAL**

# WNMU STRATEGIC PLAN

## 2023 - 2028

### MISSION, VISION, VALUES, GOALS and OBJECTIVES

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#### MISSION

An open-access Hispanic-Serving Institution (HSI) and New Mexico's Applied Liberal Arts and Sciences University, Western New Mexico University combines a foundation of liberal arts education with quality professional programs and career and technical preparation in a diverse, inclusive, creative, and caring community of learners empowered with the essential skills and knowledge for lifelong success in work and life.

Al ser una Institución al Servicio de Hispanos (HSI) y de inscripción abierta, así como la Universidad de Artes Liberales y Ciencias Aplicadas de Nuevo México, Western New Mexico University combina una base de educación en artes liberales con programas profesionales de calidad y preparación técnica en una comunidad diversa, inclusiva, creativa y solidaria de estudiantes capacitados con habilidades y conocimientos esenciales para el éxito permanente en la vida y el trabajo.

#### VISION

Western New Mexico University is a premier and innovative Applied Liberal Arts and Sciences University in combination with internationally recognized professional programs and career and technical preparation. Its students achieve career goals, become conscientious citizens, practice social and environmental responsibility, and impact their communities and their futures as independent thinkers who know themselves within the changing context of a global, digital world. Embracing its identity as a Hispanic Serving Institution, WNMU is the central contributor in its region for public service, economic development, and cultural enrichment.

Western New Mexico University es una Universidad de Artes Liberales y Ciencias Aplicadas líder e innovadora que combina programas profesionales reconocidos internacionalmente y la preparación profesional técnica. Sus estudiantes alcanzan metas profesionales, formándolos en ciudadanos comprometidos, que practican la responsabilidad social y ambiental, que tienen impacto en sus comunidades y en su futuro como pensadores críticos independientes que se conocen a sí mismos dentro del contexto cambiante de un mundo global y digital. Adoptando su identidad como una institución al servicio a hispanos, WNMU es la contribuyente central en su región para el servicio público, el desarrollo económico y el enriquecimiento cultural.

## WNMU Core Values:

1. **Innovation/Creativity:** In every obstacle we see opportunities to provide practical solutions to problems, addressing and redefining them to match our institutional strengths. We embrace continuous improvement, encourage invention, and continually seek better, more efficient ways to achieve our goals. We reward creativity and support actions toward positive changes for society.
2. **Integrity:** We operate ethically, and hold ourselves accountable to our students, the community, and all who serve WNMU's mission. We uphold standards of honesty, confidentiality, trust, respect, and transparency. We recognize that we are individually accountable and collectively responsible for living and encouraging the highest of ethical standards.
3. **Intellectual Curiosity:** We seek the advancement of knowledge, critical thinking, inquiry, and discovery through our teaching, service, and research. We continuously learn from our achievements and our challenges. We encourage our students and colleagues to challenge each other in the support of academic freedom: inquiry, pursuit of ideas, and creative activity.
4. **Personal Responsibility:** We recognize our responsibilities to the students, to each other, and to the community. Individually and collectively we strive to exceed our students' and our colleagues' expectations, achieving teaching and service excellence and creating a welcoming positive learning environment.
5. **Service to University and Community:** We are good neighbors and a positive force for change. We foster communities of caring, respect, and civility. We engage with our communities, serve society, and build capacity for relating to one another.
6. **Student Success:** We provide our students with the tools essential to build their futures and succeed in life as productive, educated citizens who can think critically about, adapt to, and change the world around them.

## WNMU Goals and Objectives:

Goal 1	<p>Promote academic quality &amp; program relevance.</p> <p>Provide an inclusive, equitable curriculum and environment with the academic and financial support that enables all students to learn, thrive, persist, graduate, and succeed after graduation.</p>
Objectives & Strategies	<p>Objective G.1.A: Strategically improve quality faculty and staff recruitment and retention with special attention to Hispanic-Serving Institution (HSI) and Diversity, Equity, and Inclusion (DEI) principles.</p> <p>Strategies:</p> <p style="padding-left: 20px;">Recruitment:</p> <ul style="list-style-type: none"> <li>• Include DEI equity statements in public-facing documents where appropriate, including employment postings.</li> <li>• Post position announcements in minority-focused publications.</li> <li>• Provide additional professional development opportunities for faculty and staff to be able to achieve professional advancement/satisfaction.</li> <li>• Promote and reward inclusive environments that cultivate respect, authenticity, and a sense of belonging and safety.</li> <li>• Include diverse representation in committees and workgroups, including search committees.</li> </ul> <p>Objective G.1.B: Assess the Applied Liberal Arts and Sciences (ALAS) program, build upon recent successes, and plan for the next stage of development.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Revisit the current ALAS assessment plan and revise as needed.</li> <li>• Assess the effectiveness of the current ALAS courses in meeting the needs of students.</li> <li>• Clarify the role of the current ALAS program to faculty, staff, and students.</li> <li>• Determine new strategies to sustain and build upon WNMU’s ALAS identity.</li> </ul> <p>Objective G.1.C: Enhance quality of instruction to meet the needs of all learners.</p> <p>Strategies</p> <ul style="list-style-type: none"> <li>• Provide Quality Matters (QM) training for all faculty.</li> <li>• Fund Online Teaching and Learning Committee (OTLC) for online course evaluations.</li> <li>• Create stronger faculty mentoring process for improvements in online courses and/or student evaluations.</li> <li>• Provide professional development opportunities specifically tied to pedagogy and instructional methods, including in person,</li> </ul>

videoconferencing, hybrid, fully online, and artificial intelligence modalities.

- Provide professional development for instructing students in the technological skills necessary to be successful in their courses and chosen professions.

Objective G.1.D: Develop and invest in new programs to align with workforce needs.

Strategies:

- Use statistical data to support new program creation, including salaries, demand, supply, and economic development impact.
- Ask accredited programs to share data related to workforce needs at national and regional levels.
- Host annual community stakeholder events to discuss, identify, plan, and develop workforce programs.

Objective G.1.E: Ensure programs maintain relevance through meaningful assessment by improving assessment processes, reporting, and data-driven decision-making to enhance program quality.

Strategies:

- Simplify processes.
- Make institutional data more widely accessible for assessment.
- Make efficient use of resources and data.
- Utilize assessment results to make process and program changes and improvements.
- Use assessment to improve student learning and success.

Objective G.1.F: Maintain Higher Learning Commission (HLC) and professional programs accreditations and consider additional accreditations to highlight and promote program quality.

Strategies:

- Continue HLC working group to complete accreditation documentation by May 2024 and prepare for HLC site visit.

Objective G.1.G: Invest in updated technology and resources to meet existing and future instructional needs.

Strategies:

- Strengthen instructional design by assessing staffing needs, developing consistent online interface, and assisting professors with creating quality in person, videoconferencing, and online instruction.

Goal 2	Create and implement a systematic plan for supporting diverse learning communities to achieve student success.
Objectives & Strategies	<p>Objective G.2.A: Enhance student engagement.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Online and distance learners: <ul style="list-style-type: none"> <li>○ Institute a culture of inclusion for online and distance learners.</li> <li>○ Create and publicize engagement activities/opportunities that can be attended remotely.</li> </ul> </li> <li>• Dual Enrollment learners: <ul style="list-style-type: none"> <li>○ Establish and implement a formal plan to better support and engage dual enrollment students and their schools.</li> <li>○ Enhance professional relationships and create formal communication channels with teachers and counselors at partner secondary institutions.</li> </ul> </li> <li>• Student Services: <ul style="list-style-type: none"> <li>○ Continue to assess student services and create a plan that could include consolidation/coordination of services to efficiently and effectively maximize resources.</li> <li>○ Assess and implement a plan to provide additional support services to directly benefit non-traditional, first-generation, distance, and online learners.</li> </ul> </li> <li>• Career Services: <ul style="list-style-type: none"> <li>○ Re-strategize, rebuild, and expand Career Services (employment, internships, etc.) to meet the needs of students.</li> </ul> </li> <li>• Technological skills: <ul style="list-style-type: none"> <li>○ Instruct students in the need and the skills required for utilizing advancing technologies required for the classroom and workplace across the curriculum.</li> <li>○ Develop innovative, feasible and productive uses of artificial intelligence platforms for instruction and preparation for the continuing impacts of transformative technology in the future.</li> </ul> </li> </ul> <p>Objective G.2.B: Articulate, embrace, and integrate the HSI identity as an institution.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Continue strengthening relations with Mexico institutions and other Spanish and Portuguese-speaking countries and expanding international student recruitment and admissions in general.</li> <li>• Provide HSI and DEI training for students (e.g. educational programing focused on cultural identity and inclusivity).</li> <li>• Provide opportunities for training in culturally responsive pedagogy, curriculum, and business practices for faculty and staff.</li> </ul>

	<p>Objective G.2.C: Maximize student recruitment, engagement, and retention based on DEI and HSI principles.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Promote environments that cultivate respect, authenticity, a sense of belonging and safety, and wellness.</li> <li>• Include diverse representation at recruiting events, orientations, and other student-engagement activities.</li> <li>• Evaluate systems and processes to consider efficacy for diverse learning styles, perspectives, and needs.</li> <li>• Evaluate services for international students and provide additional support structures and services to enhance retention and success.</li> </ul> <p>Objective G.2.D: Create and implement a plan to define and systematically measure student success and use data-driven methods to determine areas in need of improvement.</p>

<p>Goal 3</p>	<p>Increase opportunities for meaningful community-wide collaboration and engagement.</p>
<p>Objectives &amp; Strategies</p>	<p>Objective G.3.A: Expand mutual collaboration efforts with local business, alumni, and community partners.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Focus on New Mexico’s Economic Development Department’s 9 Target Industries for growth.</li> <li>• Work to connect students with community (including business, alumni, and community partners) in meaningful ways, such as internships, employment, service, and recreation.</li> <li>• Engage in collaboration towards sustainability across the region.</li> </ul> <p>Objective G.3.B: Improve communication and collaboration to ensure a unified approach to problem-solving within the community and between the university and the community.</p> <p>Objective G.3.C: Establish stronger working relationships with partner secondary institutions to coordinate services, particularly dual enrollment services.</p> <p>Objective G.3.D: Continue to develop WNMU campus as regional destination for events.</p> <p>Objective G.3.E: Maintain and promote offerings of HSI-specific and other cultural and community events.</p>

	<p>Objective G.3.F: Promote community engagement in athletics and consider strategic expansion of athletics programs.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Invite and recognize community business and organization at home events.</li> <li>• Create interest within the community by them investing in WNMU athletics.</li> <li>• Provide highly competitive college athletic programs.</li> <li>• Continue to evaluate cost comparison data for new programs as they relate to state funding options.</li> <li>• Evaluate current programs and their expansion/growth opportunities</li> </ul>
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Goal 4	Implement strategies for sustainability.
Objectives & Strategies	<p>Objective G.4.A: Fiscal Sustainability: Maintain fiscal viability by continuing to increase enrollment and retention and to seek additional state and grant funding.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Determine, develop, emphasize, and effectively market WNMU’s competitive advantages to increase enrollment and retention.</li> <li>• Increasing scholarship opportunities for Arizona students</li> <li>• Determine areas of improvement needed in admissions and advising in order to enhance new student admissions as well as retention of current students.</li> <li>• Continue to build on current enrollment management collaborations to more effectively support students as they navigate university challenges.</li> <li>• Investigate and support efforts to increase development efforts through the Foundation and grant opportunities.</li> <li>• Continue to seek and utilize statewide and national initiatives for additional funding of university programs.</li> <li>• Assess the current balance of in person, hybrid, and fully online student populations and consider how to balance the needs of each in future planning.</li> </ul> <p>Objective G.4.B: Systems and Processes Improvement: Continue to analyze and document WNMU processes and use these efforts to improve efficiency and effectiveness and foster greater collaboration and communication between and among departments.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Improve two-way communication across divisions.</li> <li>• Assess and minimize inefficiency in systems, workloads, and processes by comparing with like in-state institutions</li> <li>• Analyze, recommend, and implement both short- and long-term actions.</li> </ul> <p>Objective G.4.C: Technological Infrastructure: Create a 21<sup>st</sup> century infrastructure that is technologically innovative, reliable, and sustainable.</p>

Strategies:

- Invest in, properly integrate, and provide appropriate training in supportive and interconnected IT services (e.g., Ellucian).
- Invest in university-wide, consistent classroom technology and faculty/staff training to use it effectively.
- Improve instructional design and quality for online courses.
  - Provide guidance and resources for online course creation and structure.
  - Promote faculty participation in developing consistently high-quality courses.
- Invest in technological infrastructure and systems.
  - Reduce deferred maintenance.
  - Update aging facilities and equipment.
  - Standardize a/v equipment across campus to better assist in maintenance/repair.
  - Invest in technological integrations for process efficiency.
  - Ensure Information Technology (IT) has adequate resources and staffing to manage systems integrations and maintenance.
  - Invest in professional development of both IT professionals and end-users for technological services.

Objective G.4.D: Campus Infrastructure: Invest in revitalizing campus infrastructure.

Strategies:

- Ensure that all students, including on-campus, distance, and dual enrollment, receive equitable services.
- Reduce deferred maintenance across campus by investing in permanent repairs, renovations, and ADA accommodations.
- Invest in classroom renovations and technology updates to ensure consistent and quality academic experiences for students.
- Invest in student spaces on- and off- campus to enrich student learning and the overall student university experience.
- Invest in campus safety and security with a state-of-the-art security camera system for all our facilities

Objective G.4.E. Human Sustainability: Assess and improve upon the culture of the workforce in compensation, sense of belonging, advancement pathways and mentoring, and accountability.

Strategies:

- Invest in and promote staff/faculty development opportunities, including job shadowing, specific skills trainings, and cross-training.
- Continue to work towards compensation that aligns with comparable positions and institutions.
- Create and implement stronger processes for employee accountability.

	<ul style="list-style-type: none"> <li>• Articulate and cultivate a stronger understanding of WNMU’s shared governance structure upon which to build a more transparent and direct approach to decision-making.</li> <li>• Cultivate a leadership pipeline across the university and invest in succession planning (e.g. mentoring, professional development training, job shadowing, etc.)</li> </ul> <p>Objective G.4.F: Environmental Sustainability: Become a state leader in environmental initiatives.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Leverage our geographic uniqueness and access to the Gila National Forest and its economic, recreational, and academic opportunities.</li> <li>• Continue to collaborate with community and state partners on sustainability efforts.</li> <li>• Continue to invest in and develop sustainability initiatives.</li> <li>• Strive to attain carbon neutrality across campus by 2030.</li> <li>• Collaborate with campus and community partners to develop and implement a long-term plan to address the problem of food insecurity, both on campus and in the larger community.</li> </ul>