WESTERN NEW MEXICO UNIVERSITY STRATEGIC PLAN

1. WNMU Mission (approved by the WNMU Board of Regents December 2008)
   Western New Mexico University (WNMU) serves the multi-cultural populations of New Mexico, other states and other nations as a comprehensive university with an additional community college role. While research and public service are important undertakings of the institution, teaching and learning are preeminent at WNMU. We are a University that believes in the promise of every student, and together we work to create an educational community of diverse backgrounds, perspectives and talents that instills the values and develops the knowledge and skills necessary to prepare our students for the challenges of a changing world.

2. WNMU President's Vision
   To be recognized as a leader among peer institutions as evidenced by measurable success in meeting the education, research, and service needs of the populations we serve.

3. WNMU Strategic Goals
   1: Help students learn.
   2: Accomplish other distinctive objectives.
   3: Understand students’ and other stakeholders’ needs.
   4: Value people.
   5: Lead, communicate, measure effectiveness, and plan continuous improvement.
   6: Support organizational operations.
   7: Build collaborative relationships.

WNMU 2010-2012 Strategic Plan

Strategic Goal 1: Help Students Learn

Objective 1.1  Meet or exceed the customer service and support needs of our students.

Objective 1.2 Create, expand, and market degree programs, workforce development programs, career training, and other services to meet customer needs identified through various assessments and environmental changes.
Objective 1.3  Expand and broaden student curricular and extracurricular activities that promote cultural awareness and appreciation at all campuses and in their respective communities.

Objective 1.4  Continue to implement and evaluate the effectiveness of First Year Experience actions in response to the Foundations of Excellence recommendations.

Objective 1.5  Hire appropriate instructional technology personnel necessary to support a robust distributed education infrastructure.

Objective 1.6  Better prepare present and future students for their higher education experience. (cf. ASC, Admissions, and Financial Aid services)

Strategic Goal 2: Accomplish Other Distinctive Objectives

Objective 2.1  Expand and document our relationships and conversations with the global communities that WNMU serves.

Objective 2.2  Respond in a timely fashion to regulatory and accreditation requirements.

Objective 2.3  Augment funding and tuition revenues from additional sources.

Strategic Goal 3: Understand Students’ and Other Stakeholders’ Needs

Objective 3.1  Identify and use benchmarks to help evaluate and improve external and internal supplier/vendor relationships that impact students, such as bookstore, food service, and residence hall facilities, practices, and policies.

Objective 3.2  Serve identified key markets and aggressively recruit and retain students from these markets, while remaining open to new opportunities as informed by University assessment methods and strategies.

Objective 3.3  Define and implement a student complaint process that incorporates continuous monitoring and evaluation of its effectiveness.

Objective 3.4  Continue to analyze community and economic development needs, and implement appropriate actions.

Objective 3.5  Gather, analyze, and respond to external stakeholder expectations and needs.

Strategic Goal 4: Value People

Objective 4.1  Create an environment that supports faculty and staff dedication to WNMU’s mission, vision and values.

Objective 4.2  Nurture and celebrate diversity throughout WNMU campuses and their respective communities.

Objective 4.3  Systematically review staff and faculty/adjunct classifications, salaries, and benefits against relevant benchmarks and make necessary adjustments as possible.

Objective 4.4  Increase the efficiency and effectiveness of the recruitment, screening, and hiring processes.

Objective 4.5  Implement and maintain a University Human Resource Plan that addresses needs for and skills of current and future employees.

Objective 4.6  Maintain a consistent and systematic employee orientation.
Objective 4.7  Develop and implement cross-training programs, to include enhanced use of leading-edge communication technologies, that support succession planning, continuity of services in University operations, and ongoing professional development of all employees.

Strategic Goal 5: Lead & Communicate, Measure Effectiveness, and Plan Continuous Improvement

Objective 5.1  Develop, implement, and maintain a systematic measurement system to inform WNMU’s continuous improvement efforts.

Objective 5.2  Use effective and inclusive communication strategies and processes to support transparency.

Objective 5.3  Define, document, and assess key processes.

Objective 5.4  Identify and use benchmarks to help evaluate and improve external and internal supplier/vendor relationships that impact students, such as bookstore, food service, and residence hall facilities, practices, and policies.

Objective 5.5  Regularly review existing processes, programs, and practices to evaluate whether there are “smarter” and more cost effective ways to accomplish them.

Strategic Goal 6: Support Organizational Operations

Objective 6.1  Implement the technology and technical infrastructure renewal and replacement plan that addresses funding and customer/stakeholder needs.

Objective 6.2  Design strategies to fully utilize and continuously evaluate the effectiveness of WNMU’s tuition, fees, and financial aid resources.

Objective 6.3  Maintain and expand existing facilities and equipment and address significant infrastructure needs.

Strategic Goal 7: Build Collaborative Relationships

Objective 7.1  Support the Small Business Development Center (SBDC) and regional economic development opportunities.

Objective 7.2  Build collaborative relationships through grant writing and fund raising activities.

Objective 7.3  Create educational and community services that enhance WNMU’s relationship with its partners, and implement technology to support these services.