

Leadership

WNMU's mission, vision, and values form the foundation of our CQI initiatives. The focus is on flexibility and responsiveness to rapidly changing environments, broad stakeholder participation and collaboration, sensitivity to the multilingual, multicultural population of the region, efficient and effective decision making, and ethical stewardship of resources.

Organizational Leadership

Senior Leadership Direction

a(1) A brief description of WNMU's organizational structure and governance system is presented in the Organizational Profile and Organizational Chart. The Board of Regents (BOR) ensures the university has an effective President, an appropriate vision and mission, and sets general policies. The President's role is to ensure mission accomplishment, adherence to broadly established BOR policies, facilitation of cross-organization communication, and consensus based decision making followed by appropriate action. The President and three Vice Presidents form the EC, the primary decision making body of WNMU. The Cabinet ensures the opportunity for critical input from broad stakeholder representation; in addition to the EC the Cabinet includes other campus leaders (Figure 1.1-1). The Cabinet meets bi-monthly and the EC meets weekly. Vice Presidents meet with their respective leadership teams on set schedules, and with various other committees, councils, and PMTs as required.

Figure 1.1-1 – Executive Council and Cabinet Membership

Executive Council Membership: President, P/VPAA, VPSCA, VPBA

Other Cabinet Members in addition to Executive Council:

- President's Executive Assistant and AA/EEO Officer
- Special Assistant for Quality Initiatives
- Public Information Director
- Faculty, Staff, and Student Senate Presidents
- Dean of Extended Programs (EP)
- Dean of the School of Education (SOE)
- Dean of the School of Health Science and Human Performance (SHSHP)
- Dean of Community Education and Technology Programs (CETP)
- Chief Information Officer (CIO)
- Alumni Director

A dynamic decision making/planning process responsive to the rapid changes in the environment has also evolved. This process is continuous with WNMU's plans usually labeled "draft" and placed in loose-leaf binders to facilitate and encourage forward thinking feedback.

The WNMU Decision Cycle (Figure OP-6) is central to this dynamic leadership system. The philosophy

underlying the cycle is that at any given time a myriad of initiatives are "in process." The process is continuous; consequently, the leadership communication system must be open, flexible, adaptable, and responsive. VPs are given considerable authority and discretion to make decisions within their areas. At the start of each academic year, each Vice President, with discussion and input from their directors or department heads and other key faculty and staff leaders, prepares an operational plan that guides actions within that unit throughout the year. Through this process, the concerns of students and other stakeholders are balanced within the institutional priorities.

Communication is intentionally informal, while the emphasis is on continuous communication, all team members use whatever best suits their leadership style and/or the particular situation. Empowered leaders throughout the organization encourage innovation, safety, equity, and organizational agility. For example, Academic Council (AC) composed of the department chairs and directors within Academic Affairs meets regularly to share information about their units and to provide input into issues the EC, Cabinet, or others bring to the table that potentially impact operations. The P/VPAA gathers AC input, filters it into her discussions and decision making, and shares it with the EC and Cabinet creating a 360-degree communication mechanism.

a(2) A healthy environment based on legal and ethical behavior starts with the President who strives to set the example. Senior leaders are charged with maintaining an environment of exemplary legal and ethical behavior, and the leadership team has a "zero tolerance" policy when dealing with legal/ethical indiscretions. Mandatory training for managers at all levels on legal/ethical issues by Risk Management and other internally generated opportunities regularly occur. The *WNMU Catalog* and the various *Handbooks* define prescribed policies and processes to be used in handling any such situations should they arise.

The AA/EEO Officer disseminates personnel policies and guidelines. Web-based copies of all handbooks and printed policies are widely available. Each of the handbooks outlines appeal procedures that ensure due process.

The VPBA and VPSA jointly monitor programs to accommodate Americans with Disabilities Act (ADA) requirements. Several offices work cooperatively to ensure a safe campus environment. The Director of Campus Police, who is also the Director of Loss Control and Safety, works with local and state police on a variety of law enforcement issues. The Director of Maintenance oversees programs relating to hazardous materials, control of waste, and compliance with fire and safety codes.

Employees are encouraged to pursue their education using a tuition waiver program that applies to their family

members also. Within limits, employees are given the opportunity during normal working hours to attend classes.

In 1994, with the support and encouragement of the President, the BOR approved establishment of a Staff Senate (SS), and a constitution. Faculty, staff, and student initiated refinements to their handbooks come through their respective bodies to the appropriate EC member for review and forwarding to the BOR for action. This continuous process helps ensure that policies meet current needs and opportunities.

Decentralization increases our ability to respond to changing environments. The overall academic structure has changed over the past ten years to facilitate decentralized decision making and to better respond to new initiatives. Faculty and staff develop innovative ways to deliver courses and programs and to design other new educational initiatives.

Organizational Governance

As previously indicated, WNMU's governance structure ensures accountability in all areas. For example, our financial management system is widely respected among higher education institutions. The financial management system, supported by SCT Banner, provides accurate, timely, and useful information to decision-makers.

Audits of WNMU's fiscal performance are taken seriously. Auditors are selected through a Request for Proposals (RFP) process. All audits are reviewed by the State auditor. Audit results prove very helpful and auditor independence ensures a dispassionate set of eyes to review the books.

Stakeholder interests are considered throughout the WNMU Decision Cycle (Figure OP-6). Defined governance organizations, EC visits to departments and department meetings, committees of faculty and staff, community relations meetings, alumni meetings, student and employee surveys, and advisory boards to academic and vocational programs are used to protect stakeholder interests

Organizational Performance Review

c(1) The WNMU strategic plan guides the operational plans that are developed by the Vice Presidents for their respective areas. Each year the operational plans are revised with new targets and assessment measures and performance is reported to the BOR by EC and other key leaders. Concurrent with this process are AQIP, QNM, program review, and accreditation processes.

WNMU continually reviews organizational performance and progress on university Measures of Effectiveness (MOE) (Figure 2.1-3). The Cabinet provides a central coordination point for many activities. Cabinet members' reports update information and identify recommendations that affect a variety of performance measures ranging from

enrollment data to financial and capital project status to information technology and athletic information.

The EC meets weekly and reviews key issues raised at Cabinet meetings in more depth. Key issues might include funding priorities, new program proposals, legal and personnel matters, information technology needs and priorities, capital projects priorities, or progress on various MOEs.

A policy committee consisting of the EC, the President's Executive Assistant/AA/EEO Officer, and the Director of Human Resources meets as needed to review policy matters, regulations and procedures, and recommendations related to *Faculty*, *Staff*, and *Student Handbook* changes. At its annual summer retreat, the Regent's Manual is reviewed for any necessary changes by the BOR.

The Information Technology Steering Committee (ITSC), discusses updates on performance components of the Information Technology Strategic Plan (ITSP), such as campus wiring, equipment and software initiatives, ITV, grant funding, instruction via the Web, library updates, and telecommunications.

A variety of committees and PMTs exist within each VP's area to support their action priorities and those of the institution. In Academic Affairs, the Faculty Budget Committee provides input on financial recommendations; the Faculty Salary and Benefits Committee reviews and monitors the WNMU compensation model to insure it is fairly and equitably applied; the Faculty Assessment Committee provides leadership and review of student outcomes assessment processes; and the Curriculum and Instruction Committee (C&I) develops policies governing the operations of the undergraduate curriculum and its instructional programs and reviews and recommends changes to the curriculum or academic programs. Similar activities occur in the other VP's areas.

Processes to provide regular updates to MOEs include accreditation and state reports for WNMU academic programs, a variety of internal and external audits, AQIP processes, QNM feedback reports and applications process, faculty and staff committees, PMTs, surveys, benchmarking, budget, capital and special projects reports required by CHE, BOR reports, and the continuous dialogue among the President and VPs. All of these contribute to the ongoing review of organizational performance and capabilities.

c(2) Key MOEs reviewed by the EC, Cabinet, and leaders/managers throughout the institution are identified in Figure 2.1-3.

c(3) Senior leaders continuously translate organizational performance review findings into actions (Figure OP-6). The EC and others identify improvement priorities by reviewing gaps between current and expected

performance, current performance compared to other like universities or best practices, or from proposals from students, faculty, staff, or other stakeholders that require new or additional funding. Performance gaps, along with innovative ideas, result in actions that allocate additional resources or initiate further study and/or benchmarking. WNMU utilizes department or program structure as the primary approach to deploying both strategic initiatives and improvement actions.

When deploying university-wide initiatives, WNMU has standing and ad-hoc cross functional teams that typically have Cabinet leader participation or sponsorship in order to provide a mechanism for deploying new initiatives and gathering feedback. Feedback goes to the appropriate VP or EC who recommends full implementation when warranted. The EC is responsible for ensuring alignment with WNMU's strategic initiatives in its dealings with partners and suppliers, development and updates to articulation agreements, advisory board interactions, interactions with architects and lawyers on projects, and Memoranda of Understanding (MOUs) with partners.

c(4) The BOR receives no formal evaluation. As respected public figures, BOR members are selected by the NM Governor and approved by the legislature based on particular expertise or work that earned them distinguished reputations. The President is evaluated annually by the BOR on all the aspects of his responsibilities. The President evaluates his direct reports continuously in several areas including professional ethics (such as integrity, loyalty, and responsibility), professional competence (such as knowledge, leadership and communication skills, judgment, and adaptability), specific aspects of their performance, and on their potential for greater responsibility.

Annually, the faculty provides the President with a summary report of evaluations of selected individual leaders. Faculty participation in this evaluation is voluntary. The President shares this evaluation result with the specific senior leaders evaluated and makes the results available to the BOR.

Social Responsibility

As an accredited, state supported public institution, WNMU takes its responsibilities to the public seriously and endeavors to practice good citizenship.

Responsibilities to the Public

a(1) From the beginning of his tenure, the President stressed that "WNMU exists to serve the people, and in all endeavors WNMU will be a proactive community member. We will do all in our power to improve the economic, social, and educational well-being of those we serve." Integral to the mission statement are components that refer directly to WNMU's commitment to serve the public.

While commitment to students and to affordable and accessible education of the highest quality is our first responsibility, public responsibility also receives continued emphasis by WNMU's leadership.

A key practice essential to WNMU's future is affiliation with and assessment by national accrediting bodies. WNMU must also satisfy state requirements for several academic programs. Figure 1.2-1 identifies organizations providing external evaluations along with their specific area programs. The goal for national or state accreditations is to continually maintain a level of accreditation that reflects the maximum years possible given the level of maturity of the program.

Figure 1.2-1 - National and State Level Accrediting/Approval Organizations	
Organization	Area/Program
Higher Learning Commission (HLC) of North Central Association (NCA)	Entire University
National Council for the Accreditation of Teacher Education (NCATE)	School of Education
American Association of Collegiate Business Schools and Programs (ACBSP)	Business Program through MBA
International Economic Development Council (IEDC)	Economic Dev. Course
National League of Nursing (NLNAC)	Nursing Program
Council on Social Work Education (CSWE)	Social Work Program
American Occupational Therapy (OT) Association	OT Assistant (OTA) Program
National Academy of Early Childhood (NAECP)	Early Childhood Program
State/Level/Approval/Licensure	
State Board of Education	School of Education
Department of Children, Youth, & Families	Child Development Center
Department of Public Safety	Law Enforcement Academy
Department of Education	Vocational/Technical Programs
CHE	Adult Education Services
Department of Labor	Welfare to Work Program

WNMU is regulated by and adheres to state and national laws and regulations that mandate public responsibility and citizenship. Regulatory and other legal requirements come from a variety of sources, such as accrediting bodies and state and national governmental agencies.

WNMU anticipates public concerns by maintaining open lines of communication with local and state leaders and by being responsive to public requests for information and action.

Figure 1.2-2 highlights important practices and measures to improve WNMU operational performance in its legal, regulatory, accreditation, financial, safety/risk management, ADA, and ethics and equity requirements. WNMU directs its efforts towards exceeding state, federal, and association requirements in order to assure long-term health, safety, security, and ethical standards for its students, faculty, staff, and key communities.

a(2) WNMU leadership regularly assesses local, regional, state, and national trends for their impact on current and future programs. Key members of the community are actively involved in WNMU programs and issues; likewise, WNMU leaders and other staff and faculty are actively involved in community life. WNMU provides regular updates on its plans, receives feedback as a means to anticipate public concerns, and assesses the potential impact of important issues on the community. It does this through such events as regular meetings of the WNMU Community Relations Council (CRC), by meetings with governmental agencies and bodies, school superintendents, business, and governmental leaders, advisory boards to academic programs, presentations to legislative committees and CHE, dialogue with service clubs, and Regent input.

Recruitment visits to feeder campuses, attendance/participation at national conferences, and participation in national or statewide initiatives help identify public concerns regarding current and future program offerings. To enhance communication at the state level a governmental liaison is retained to represent WNMU.

Ethical Behaviors

Ethical and legal issues are approached systematically within the University through a variety of policies and processes specified in various documents available on the web and in hard copy: the BOR Manual, *Faculty, Staff, and Student Handbooks*, Affirmative Action Plan (AAP), Policies and Procedures Manual, and the *WNMU Catalog*.

The BOR Manual serves two main purposes: as a guide for the BOR in carrying out constitutional responsibility and as a source of standards for other campus groups regarding basic policies, procedures and guidelines. Administrators, faculty, students, and staff contribute materially to the development of many of these policies and have a vital need for this information.

Figure 1.2-2 – WNMU Key Practices and Measures of Social Responsibility

Process	Practices	Measures
Safety & Environmental	<ul style="list-style-type: none"> Safety reviews Energy Audits Hazardous Waste Policies Continuous Upgrade of Facilities 	<ul style="list-style-type: none"> ✓ Campus safety/security indicators ✓ Energy efficiency ✓ Injury and accident rates ✓ ADA Compliance
Risk Management	<ul style="list-style-type: none"> Worker Compensation Audits 	<ul style="list-style-type: none"> ✓ Worker compensation claims filed ✓ Worker compensation premiums paid ✓ Risk Management Corrective Practices
Legal, Ethical, and Equity	<ul style="list-style-type: none"> NCAA Gender Equity Affirmative Action/EEO Management Conflict of Interest 	<ul style="list-style-type: none"> ✓ Number of grievances ✓ NCAA standards ✓ EEOC complaints ✓ Percent of females and minorities ✓ ADA Standards
Accreditation	<ul style="list-style-type: none"> NCA accreditation Program specific accreditations 	<ul style="list-style-type: none"> ✓ HLC accreditation standards ✓ AQIP Annual Report Reviews ✓ Special accreditation standards
Financial Mgt. Student Financial Aid	<ul style="list-style-type: none"> Federal reviews State reviews 	<ul style="list-style-type: none"> ✓ Federal/State Accounting Standards ✓ Federal/State Financial Aid Standards

The BOR approves changes to the *Faculty, Staff and Student Handbooks* which describe the legal, ethical, and moral expectations of WNMU students and employees and appropriate grievance processes.

WNMU regards its diversity as a great strength and publicly declares this in its vision statement. The Multicultural Council plays an active role in promoting support for diversity related activities. An AAP specifies WNMU's commitment to equal opportunity and to the policies, procedures, and responsibilities necessary to ensure appropriate application of federal guidelines.

The WNMU Policies and Procedures Manual contains many policies and procedures not contained in the previously mentioned documents. Notable among these are hiring procedures, compensation policies, motor vehicle use, crisis intervention, release of a child, and copyright policies. The final internal policy source is the WNMU catalog, which is produced annually and describes academic regulations, policies, and fees.

Figure 1.2-3
Activities to Support Key Communities

- Quality, affordable, and accessible education.
- Public use of WNMU facilities
- State priorities in areas such as Teaching, Nursing, and Social Work
- Economic Development Course/NAFTA Institute
- Economic Development Initiatives such as Small Business Development Center (SBDC), participation in the Chamber of Commerce, Silver City Grant County Economic Development Corporation (SIGRED), Prospectors
- Science Olympiad
- Adult Education Services/Continuing Education
- El Grito Headstart
- Cultural Events Held on Campus
- Educational Lectures, Seminars, and Trips
- Activities for the youth (CDC, athletic, computer and music camps, scouting)
- Community Relations Council
- Multicultural Council
- Off-Campus Centers: Deming, T or C, Gallup
- Professional and Legislative Committee meetings hosted
- Leadership/employee involvement in international, national, regional, and local professional and civic organizations and activities
- Borderlands Institute
- ITV Classes for Rural Schools
- Welfare to Work Program
- Transition training for displaced miners/workforce coalition
- Drug and Alcohol Institute
- Community projects such as Penny Park, International Film Society, El Refugio, MRAC supported

SIGRED and WNMU created the NAFTA Institute in 1995 to facilitate international understanding and economic development activities between the U.S. and Mexico. The Institute is conducted twice a year. In September it is held in the U.S., in April, in Mexico. Simultaneously, WNMU established partnerships with two universities in Mexico, which led to a second bi-national institute, the Borderlands Institute, a language immersion and training program encouraging cooperative exchanges of students and international practice teaching opportunities for education majors.

At state and national levels, WNMU administrators, faculty, staff, and students hold leadership roles in numerous organizations. The President served as a member of the original Board of Directors for QNM and currently serves as Vice President of the NM Council of University Presidents (CUP), president of the PAC-West Athletic Council, and member of the Board of Directors of the Renaissance Group. Similarly the Vice Presidents provide leadership in their respective professional organizations and participate in a wide variety of initiatives with the CHE, legislature, Governor's Office, State Board of Education (SBE), and other state agencies, schools and colleges.

At the local and state level, WNMU representatives are found in virtually every organization including the Chamber of Commerce, SIGRED, Prospectors, service clubs, cultural organizations, governmental committees and task forces, and local regulatory boards. Students are encouraged to work in the community as part of their academic requirements and many academic and student research activities contribute directly to improving the quality of life for local residents. Faculty and staff evaluation processes recognize appropriate community involvement in performance reviews.

Ethical behavior is monitored and verified through various audits, compliance visits, administrative checks and balances (e.g., purchasing regulations), EEOC complaints, grievances, lawsuits and background checks. Such records reflect WNMU's continuing efforts to ensure ethical behavior.

Support of Key Communities

As an institution of higher education, WNMU supports many local, state, regional, national, and international activities related to teaching and learning. Figure 1.2-3 provides a summary listing of these activities. The Workforce Coalition (WFC) is a most recent example of how WNMU partners with other community groups. The WFC brings the local and state Department of Labor, local industries, WNMU, the SBDC, and SIGRED, among others, to the table to address the specific needs of unemployed miners and technology-related workers and their families.