

Strategic Plan for 2012 - 2017

Overview

The mission, vision, core values and strategic areas of our 2012 - 2017 Strategic Plan were developed to help us focus our professional endeavors to enhance student success. The Plan emerged through numerous meetings of the Strategic Planning Committee. Input from all stakeholders was sought over the years, including at annual town hall meetings, generating subsequent slight calibrations to the Strategic Plan. In effect, this Plan was a collective effort of the College community.

Mission Statement:

A quality education – a lifetime of success

Vision Statement:

Excellence in teaching, learning, and service to our community

Core Values:

Student centered

Quality education & services

Diversity & community

Ethics & academic integrity

Creativity & initiative

Responsible stewardship

Strategic Areas, Goals & Outcomes:

Increase Student Success

Increase the prospects of all students to realize their educational goals.

1. To improve student learning and, subsequently, success rates.
 - a. The success rates¹ of ENGL 100 (developmental studies) students will be increased to 75% by the end of Fall 2014 from Fall 2011 rate of 62%, 68% in Fall 2012, and 69% in Fall 2013; accelerated formats, such as the ALP- Accelerated Learning Plan and a stretched version of freshman composition (ENGL 111/112) will continue to be piloted.
 - b. The success rates¹ of MATH 100 (developmental studies) students will be increased to 60% by the end of Fall 2017 from the Fall 2012 baseline of 46%, 42% in Fall 2012, 40% in Fall 2013; accelerated formats will continue to be piloted.

- c. The success rates of Intermediate Algebra (MATH 101, 102, 103 and MATH 120) will increase to 60% by the end of Fall 2016 from the Fall 2010/Spring 2011 baseline aggregate of 55%, Fall 2011/Spring 2012 update of 52%, Fall 2012/Spring 2013 update of 55%; accelerated formats will continue to be piloted, such as the modular Mathematics program.
- d. The success rates¹ of MATH 121 students will increase to 60% by the end of Fall 2016 from the Fall 2010/Spring 2011 baseline aggregate of 49%, 51% for Fall 2011/Spring 2012, 53% for Fall 2012/Spring 2013.
- e. The success rates¹ of CHEM 121 students will increase to 65% by the end of Fall 2016 from the Spring 2011 semester baseline of 57%, 59% for Spring 2012, 69% for Spring 2013.

¹ "Success rates" are determined to be a grade of "CR" or "C" or higher as compared to the total number of students enrolled in a section at census date.

2. To improve transfer, retention, persistence and graduation rates.

- a. Student transfer rates¹ in STEM degrees will increase by 30% by the end of the Fall 2016 semester from the current STEM transfer degree rate of 31%. Instructors should be proactive in announcing transfer application deadlines in class.
- b. The four-year (2008-2012) rate of retention² will increase from 65.4% to 70% for the 2012-2017 period; Fall 2012 to Spring 2013 retention rate increased to 66.2%; the four-year (2008-2012) rate of persistence will increase from 47.3% to 50% for the 2012-2017 period; estimate for Fall 2012-Fall 2013 is 47.5%.

¹"Transfer rates" indicate the percentage of students who transfer to UNM in any one academic year as compared to the unduplicated count of students registered for classes. Note: UNM Main considers a transfer from a branch campus to be a student who is currently enrolled exclusively at main campus, has declared a major at main campus, and was exclusively enrolled at a branch campus prior to the current enrollment at main campus.

²"Retention, persistence and graduation" defined as students in the categories of continuing (not on academic probation), credential rewarded (degree or certificate), transferred to another institution of higher learning.

- c. Continue automatic Graduation Project to increase degree and certificate completion.
- d. Identify students who have stopped out or dropped out; provide incentives for them to return and graduate, paralleling a similar program at Main Campus.
- e. Recruit women and men into career paths that are currently statistically under-represented by gender.

- f. We will create baseline transfer data from a 5-year data base, then we will determine expectations for future transfer rates.
2. To follow Task Force on Completion recommendations to support students as they complete programs of study in a timely fashion, providing career advisement in the early stages of their academic careers and to consider recommendations to streamline the curriculum.
 - a. Create, pilot, and implement accelerated classes for ENGL 100/110 and/or MATH 103/121.
3. Increase and improve the utilization of new technologies, including LoboAchieve© to track student progress, retention and persistence.
4. Increase Career Pathways, including stackable certificates.
5. Establish degree and certificate pathways that could be completed online or in the evening.
6. Establish comprehensive completion advising:
 - a. At completion of 26 credits, advising staff will assess and monitor students to confirm their academic major and to create a comprehensive degree plan;
 - b. At completion of 50 credits, review petition for graduation with each student.
 - c. Increase access to student services for evening students.
7. Career advisement, possibly including virtual job shadowing, should be employed to help students in their career choices.

Ensure a Quality Curriculum and Accountability for Teaching & Learning

Focus on academic quality, innovative teaching and learning practices and program relevancy with a commitment to improvement of the curriculum through assessment of student learning at the course and program level.

1. To create new programs and courses based on community and industry needs and interests.
 - a. The Associate Degree in Nursing program, initiated in 2010, will continue to produce documents and revise practices, as needed, to support its candidacy for ACEN (Accreditation Commission for Education in Nursing) accreditation in 2015-2016.
 - b. Faculty and advisors will develop career pathways and programs such as Education, Health Sciences, and Technology by 2017.

- c. Integrated Information Technology (IIT) program will be developed by Spring, 2016. IIT will be structured to offer Certificates as building blocks for the IIT Associate degree. The Integrated Information Technology program will prepare students for a broad range of careers in the I.T. field.
 2. Upon successful completion of a UNM-Valencia course, the student will have demonstrated the stated learning objectives for that course.
 - a. For each course required for each degree program, the syllabus will include measurable learning outcomes that match the program student learning outcomes (SLOs). The syllabus will also describe what the student is required to do to meet the course learning goals. All adjunct instructors teaching multiple sections of the same class will share the same course objectives in student learning outcomes.
 - b. For each course and program offered, teaching faculty will submit program evaluation each fall term and course evaluation each spring term to the Assessment Committee at scheduled sessions.
 - c. We will continue to provide faculty members with training in LoboAchieve ® in order to track student attendance and student progress.
 3. A culture of assessment will pervade our campus, and quarterly assessment reports sent to Main Campus will include feedback loops to UNM-Valencia Division Chairs.
 - a. Faculty will share, through the Teaching & Learning Center (T&LC) seminar courses and/or through Faculty Program Development Committee, how they modified their courses/programs to improve student achievement of program and course learning objectives, based on the reports created for goals 1 and 2. In the seminar, faculty can offer each other alternate solutions to improve student learning.
 4. To improve teaching & learning by expanding faculty development and training.
 - a. Faculty participation in active learning techniques through the Center for Teaching Excellence and our Teaching & Learning Center (T&LC) will increase by 25% for full-time faculty and by 10% annually for adjunct faculty, using 2011-2012 as a baseline.
 - b. Faculty participation in training for teaching online and hybrid courses will increase by 25% for continuing faculty and by 10% for adjunct faculty beginning 2011-2012.
 5. To create a feedback loop from the Assessment Committee to Division Chairs that will provide information on assessment results regarding academic

programs. This information will be shared by the Chairs with Division faculty and will be disseminated for at least one course in each program per accreditation cycle. Division Chairs will provide information on assessment results regarding student learning outcomes in academic degree programs.

6. To require a competency level of computer literacy for students who register for online or hybrid courses.

Invest in Campus Renewal and Sustainability

Continue investing in our physical resources to ensure a quality and sustainable learning environment.

1. The University will achieve long term stability through ongoing, comprehensive assessment, planning, financial oversight, and management of the instructional areas of the university.
 - a. Dean of Instruction and Director of Business Operations will assess the Strategic Plan on an annual basis to determine if we are, in fact, focusing resources on sustainable academic programs; programs which are not sustainable will be eliminated, curtailed or redesigned.
 - b. Recruitment strategies will be developed annually with an end to attract sufficient numbers of traditional age students to ensure a minimum of 3% growth annually.
2. Develop and implement campus sustainability plans that will lead to the careful stewardship of human, fiscal and energy resources as well as promote campus advancement.
 - a. Director of Business Operations will assess the Facility Master Plan on an annual basis to ensure we are incorporating cost-effective energy conservation and sustainable design principles to all new capital projects to meet LEED standards.
 - b. The campus community will be brought together in a Town Hall meeting to assess the Facility Master Plan and offer input each time the Master Plan is updated to assess the Facility Master Plan on an annual basis to ensure we are incorporating cost-effective energy conservation and sustainable design principles to all new capital projects to meet LEED standards.
3. The UNM-Valencia will strengthen and expand resource development and alternative funding efforts to increase private sector dollars to match Title V funds for endowments.
 - a. The College will include requests for endowment support in every Title III

and Title V proposal and will meet the matching funds requirements set forth by the U.S. Department of Education.

4. Periodic campus safety sessions should be provided for faculty, staff, and students.

Require Accountability

Promote a culture of openness, honesty, integrity, and the highest of ethical standards.

1. To continue to develop an organizational infrastructure that enhances planning, performance, assessment, and public accountability.
 - a. The Strategic Plan and the Facility Master Plan will be updated on an annual basis to reflect changes in priorities and initiatives and budget on campus.
 - b. The Strategic Planning Committee will review performance and accomplishments annually.
2. To refine budget process, seeking greater transparency, accountability and alignment of resources and priorities.
 - a. Changes in departmental budgets will be tied to documented, sustained changes in enrollment, planned enhancement of instruction or workload changes.
3. Ensure compliance with university, State and Federal policies and procedures.
 - a. Training for personnel responsible for compliance in all appropriate areas required at least annually and as needed.

Expand Access to Students

Extend our reach by reducing barriers to enrollment.

1. To improve and expand educational opportunities to current and prospective students.
 - a. Instructional equipment will be maintained or replaced on a regular schedule to ensure 100% functionality.
 - b. Campus and faculty administrators will collaborate with counterparts at UNM-ABQ and other Branch Campuses (e.g. DMA and STEM programs).
 - c. Planning for a West Side facility will remain on the Campus Facilities Master Plan for the foreseeable future pending approval processes.
 - d. Online offerings will be expanded annually by 25% from the baseline year of 2011–2012 through 2016.
2. To market all that the University of New Mexico -Valencia has to offer to the community, schools, and veterans.

- a. The number of Adult Basic Education students who transition into college will increase by 10% through 2015 from the baseline number of 74 for the 2010-2011 academic year.