

WNMU MISSION, VISION, VALUES, GOALS

Mission

- WNMU engages and empowers learners in a multicultural, inclusive, creative, and caring community of teaching, scholarship/research, and service.

Vision

- WNMU aspires to be the premier teaching university excelling in student-centeredness, the liberal arts and sciences, professional programs, and career and technical preparation. We educate with rigor and compassion diverse learners, who achieve career goals, gain civic literacy, practice social responsibility, and engage in lifelong pursuit of learning. Valuing the traditional academy and taking pride in our history and regional cultural heritages, we embrace innovation and transformation for a sustainable future in an ever-changing world of local and global connections.

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.

Goals and Objectives

Goal 1 - Institute and nurture a culture of student success.

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| <p><i>KPIs</i></p> | <p><u>G1.KPI.1</u> By AY 2017-2018, increase freshman- to- sophomore retention rate by 10% (2% each year or 6 students/year) and sophomore to junior by 15% (3% or 12 students/year).</p> <p><u>G1.KPI.2</u> By Spring 2018, increase the percent of graduates in the 2012 cohort by 10% from the 2013-2014 AY cohort baseline data.</p> <p><u>G1.KPI.3</u> Annually increase the proportion of students that are successful in their course work (Grades = A-C, P or AU) by 4% (from 2013-2014 AY baseline).</p> |
| <p><i>Objectives</i></p> | <p>A. Undertake an on-going research study to include establishment of baseline and trend data on the reasons why students choose WNMU, leave once enrolled, or choose to stay at WNMU.</p> <p>B. Implement an integrated University retention plan developed using information gained from selected tactic ii below.</p> <p>C. Evaluate the University’s administrative structure and processes regarding their effectiveness in supporting student success.</p> <p>D. Ensure University implementation and on-going use of successful best practice developmental studies approaches.</p> <p>E. Expand and reinforce WNMU’s multicultural, inclusive, creative, and caring community of teaching, scholarship/research, and service.</p> |
| <p><i>Selected Tactics (which if implemented would need accompanying action plans)</i></p> | <p>i. Identify at risk students and undertake appropriate actions to ensure their success.</p> <p>ii. Use research study results (See Objective A above) and other relevant data from surveys and the data mart to create an integrated University retention plan with specific targets and accountability measures.</p> <p>iii. Evaluate the concept of a University College where all students are admitted and supported until they meet certain criteria for admission into their major or program.</p> <p>iv. Formally analyze and map WNMU student services and academic processes and use the results to improve efficiencies, effectiveness, and intra-department collaborative activities.</p> <p>v. Use existing survey tools (or the survey identified in Goal 3), to identify appropriate items that reflect performance in accordance with WNMU’s mission, vision, and values.</p> <p>vi. Provide appropriate customer service training for all front line university employees.</p> <p>vii. Establish baseline data on employer assessment of graduates’ workforce preparation and graduate satisfaction with job preparation.</p> |
| <p><i>Possible Tracking Metrics/ Targets</i></p> | <p>G1.TM1. By the end of AY 2017-2018, increase by at least 50% the number of freshman students who successfully persist year to year with a GPA of 2.0 or higher.</p> <p>G1.TM2. Annually increase the proportion of students that are successful in course work (Grades = A-C, P or AU) by 10% (from AY 2013-2014 baseline).</p> <p>G1.TM3. Increase developmental course work success to next level of course by 25% by AY 2017-2018, with success being defined as earning a grade of A-C or P in the next course in the</p> |

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| | <p>sequence. For example, a student should earn a grade of A-C or P in Developmental Algebra 102 after successfully completing Developmental Math 101; similarly, the student should successfully complete Math 105 after completing DVSM 102.</p> <p>G1.TM4. Increase degree completion rates to the levels of WNMU peer institutions.</p> <p>G1.TM5. Decrease the graduation rate gap between students of different demographic backgrounds.</p> <p>G1.TM6. Decrease the number of ratings below national and peer levels on WNMU’s Noel-Levitz Student Satisfaction Inventory (SSI) and the National Survey of Student Engagement (NSSE).</p> <p>G1.TM7. Improve SSI ratings for all student service areas to top 90% nationally.</p> <p>G1TM8. In programs where licensure or certification exams or standards exist, achieve or exceed state and national averages on licensure and certification exam pass rates on first try and overall.</p> |
| Responsibility | <p>Institutional Research, Academic Affairs, Student Affairs and Enrollment Management, Business Affairs, and all Faculty and Staff.</p> <p>Primary stakeholders: Cabinet</p> |
| Anticipated Costs | TBD |
| Goal 1 Primary QPC Custodians: Paul Landrum, Jose Herrera, Kathy Sorells, Omar Bustamante | |
| <p>Resources:</p> <p><i>Institutional Surveys – SSI, NSSE, Graduating Student Survey, Non-returning Student Survey, Boot strap survey (at risk completers)</i></p> <p><i>Data Mart Persistence Records including outcomes by: Outcomes, Attrition Risk Factors, Student Demographics, Special Populations, Origins, Enrollment Characteristics, Placement testing & GPA, Financial Aid Participation</i></p> <p><i>Banner Information</i></p> | |

Goal 2 - Foster a collegial environment that encourages high morale and excellence in teaching, scholarship/research and service.

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| KPI | <p><u>G2.KPI.1</u> By the end of AC 2016-2017, increase faculty and staff satisfaction in all categories by 10% over the 2013 Great Colleges Survey (GCS) instrument results.</p> <p><u>G2.KPI.2</u> By 2018, receive overall GCS results that are comparable overall to our peer institutions and exceed national data in at least 3 GCS categories.</p> |
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| <p>Objectives</p> | <ul style="list-style-type: none"> A. Be the best place to work. B. Provide appropriate, on-going training and development activities campus wide that foster or expand professional or job-related skills. C. Promote teaching, scholarship/research, and service productivity among administration, faculty, staff, and students. D. Generate state or annual funding sufficient to expand in a fiscally responsible manner cost-of-living and equity adjustments for faculty and staff salaries. E. Continuously improve and formalize internal communication processes. |
| <p>Selected Tactics (which if implemented would need accompanying action plans)</p> | <ul style="list-style-type: none"> i. Create and administer a survey instrument to determine what is important to faculty & staff at WNMU. ii. Correlate importance from the internal survey instrument with satisfaction on the Great Colleges Survey to determine priority areas for needed improvement. iii. Throughout the University proactively address the identified priority areas from the above survey. iv. Identify a campus office(s) to be charged with designing and implementing professional training and development activities on an on-going basis. v. Create an electronic data base for tracking teaching, scholarship/research, and service activities across the campus. |
| <p>Possible Tracking Metrics/Targets</p> | <p>G2.TM1. By Spring, 2016, improve Great Colleges Teaching Environment, Facilities/Work Space/Security, Shared Governance, Supervisors/Department Cahir Relationships, Confidence in Senior Leadership, Faculty/Administration/Staff Relations, Communication, Collaboration, Fairness, Respect & Appreciation results by 5%.</p> <p>G2.TM2. By September 2014 distribute the “what’s important to faculty and staff at WNMU survey” to gather baseline data which can be compared to satisfaction data from the GSC survey categories.</p> <p>G2.TM3. By fall 2015 develop and implement an electronic format for faculty and staff performance reviews.</p> <p>G2.TM4. By spring, 2016, improve Great Colleges Professional Development results by 5% and achieve 85% top box evaluations of all training and development activities provided.</p> <p>G2.TM5. Develop and expand by 10% per year alternative sources of funding, e.g., grants, gifts, and contracts, that can support faculty and staff salaries and other critical University needs.</p> <p>G2.TM6. Decrease faculty and staff turnover to levels comparable to those at colleges and university receiving GCS recognition by the end of AY 2016-2017.</p> <p>G2.TM7. Each year provide 8 -10 professional development or training events that are utilized by at least 50% of WNMU employees.</p> <p>G2.TM9. Increase by 10% funds expended for faculty and staff development over the baseline defined in AY 2014-2015.</p> <p>G2.TM10. Seek to maintain a zero grievance/complaint rate each year. (or this could be % of budget spent on legal fees annually will decrease by x%)</p> |

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| | G2.TM11. By the end of AY2015-2016, decrease the percent of employees using more than 5 sick days a year. |
| Responsibility | <i>Human Resource, Faculty Senate, Staff Senate, Academic Affairs, College Deans</i> |
| Cost | <i>TBD</i> |
| Goal 2 Primary QPC Custodians: <i>Dr. Cynthia Bettison, Dr. Miguel Narvaez</i> | |
| Resources: <i>Great Colleges Survey data</i> <i>Data from faculty and staff evaluation instruments</i> | |

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| Goal 3 - Create and implement a University-wide structure of accountability. | |
| KPI | <p><u>G3.KPI.1</u> All WNMU KPI's are analyzed at least annually and meet at least 60% of expected targets.</p> <p><u>G3.KPI.2</u> By May 2016 results increase on Noel Levitz and NSSE surveys by 5% while maintaining or significantly expanding WNMU student satisfaction and engagement compared to national and peer levels.</p> |
| Objectives | <p>A. Support and expand a systematic culture of data informed decision-making related to WNMU's mission, vision, values, and strategic plan.</p> <p>B. Implement a redesign of the administrative, faculty, and staff evaluation processes to better reflect and communicate university performance expectations.</p> <p>C. Maintain financial indicators within the range expected by legislators, lenders, and accrediting bodies.</p> <p>D. Create and adhere to a comprehensive plan related to current and future delivery of academic- and service-related programs consistent with the program reviews undertaken as part of the program prioritization that is to be completed in October 2014.</p> <p>E. Identify and utilize easily accessible standardized communication mechanism(s) for formal transmission of University information to all WNMU constituencies in support of transparency in WNMU operations.</p> |
| Selected Tactics (which if implemented would need accompanying action plans) | <p>i. Design and implement a scorecard for tracking WNMU KPIs and other tracking metrics associated with the strategic plan during the 2014-2015 AY.</p> <p>ii. Identify appropriate peer and aspirant institutions against which WNMU will benchmark important metrics (such as retention and graduation rates, staff and faculty sizes and turnover rates, and budget ratios).</p> <p>iii. Provide professional development and training activities that support using data to inform decision making.</p> <p>iv. Identify and set up on-going measurements of required financial indicators and ratios expected by legislators, lenders, and accrediting bodies.</p> |

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| | <ul style="list-style-type: none"> v. Ensure that all academic and service related programs undertake an initial program review and establish a schedule for on-going regular future reviews for all programs. vi. By spring 2015 develop a new evaluation process for all positions with full implementation by spring 2016. vii. Work with faculty, staff, and student governance bodies along with IT and the webmaster to ensure effective communication mechanisms are formally identified, protocols set, and mechanisms utilized. |
| Possible Tracking Metrics/ Targets | <p><i>G3.TM1. By Spring, 2015 develop benchmark comparisons with at least 6 appropriate peer schools and 3 aspirant schools.</i></p> <p><i>G3.TM2. Ensure that at least two of the annual professional development or training events address the use of data for informing decision making.</i></p> <p><i>G3.TM3. Reject 100% of financial or other resource requests that do not substantiate a need through the use of appropriate current data.</i></p> <p><i>G3.TM4. Ensure that all staff employed for at least nine months prior to prior to December 2015 receive a performance evaluation that is documented no later than that date.</i></p> <p><i>G3.TM5. Establish the schedule for academic and service related program reviews by January 2015 and track compliance (by the appropriate vice president).</i></p> <p><i>G3.TM6. Achieve 100% submission of program reviews and assessment reports by the designated deadline.</i></p> <p><i>G3.TM7. All financial indicators identified for regulatory or accreditation purposes are met or exceed each year.</i></p> <p><i>G3.TM8. Verify that the communication mechanisms identified are appropriate and effective as indicated by a 10% annual improvement in the GSC data related to communication effectiveness.</i></p> <p><i>G3TM9. Identify appropriate tracking metrics and targets by which to track decision-making related to WNMU's mission, vision, values, and strategic plan.</i></p> |
| Responsibility | <i>Faculty, staff, University College entities (?)</i> |
| Anticipated Costs | <i>TBD</i> |
| Goal 3 Primary QPC Custodians: <i>Dr. Emma Bailey & Ms. Margaret Soucy</i> | |
| Resources: | |

Goal 4 - Serve as a leader and model for the communities in which we live and work.

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| <p>KPI</p> | <p>G4.KPI.1 By Spring 2016, increase by 20% the positive presence of WNMU in the community as measured the every two-year stakeholder survey.</p> <p>G4KPI.2 In the communities WNMU serves establish comparative benchmarks with local employers relative to communication practices, benefits, and workplace practices.</p> |
| <p>Objectives</p> | <p>A. Set employment standards that support WNMU being the best place to work in the region in terms of compensation, benefits, and work policies.</p> <p>B. Identify, invest in, and develop productive relationships with all WNMU communities and their constituencies.</p> <p>C. Establish learning opportunities between and among the communities WNMU serves.</p> |
| <p>Selected Tactics (which if implemented would need accompanying action plans)</p> | <p>i. Undertake a baseline study of the compensation, benefits, and work policies utilized by key businesses and industries in communities served by WNMU.</p> <p>ii. Ensure access to WNMU actions and information is made available to external constituents in a timely and appropriate manner.</p> <p>iii. Design and implement a knowledge management repository or other mechanisms that support sharing of information and learning across internal and external communities.</p> <p>iv. Support University entities that work collaboratively to support economic and community development in the communities that the University serves (such as SBDC, Child Development Center, Workforce Development programs, etc.)</p> <p>v. Undertake a study that establishes the economic impact of WNMU in each of the communities it serves.</p> |
| <p>Possible Tracking Metrics/ Targets</p> | <p>G4.TM1. Develop baseline information for WNMU’s communication practices, benefits, and workplace practices by the end of the 2015 Fiscal Year.</p> <p>G4.TM2. Survey results from the partnership and stakeholder surveys related to communication with WNMU will improve by 10% over the previous survey results.</p> <p>G4TM3. Survey questions will be developed and baseline information gathered on stakeholder and partner perceptions of transparency of WNMU activities and actions in FY 2014-2015.</p> <p>G4.TM4. Grow the percent of students in each WNMU community that take at least one course from WNMU in any given year.</p> <p>G4.TM5. Establish baseline information on the number of P-12 students served through <u>selected</u> partnerships and collaborations in the 2014-2015 AY. Increase this number by 10% annually.</p> <p>G4.TM6. Establish baseline information on the number of businesses and industries served through <u>selected</u> partnerships and collaborations in the 2014-2015 AY. Increase this number by 10% annually.</p> <p>G4.TM7. Improve the diversity of WNMU employees in terms of its reflection of the demographics of the areas it serves.</p> <p>G4.TM8. Publicize the results of the economic impact studies and work with the communities to expand WNMU’s presence as evidence by expanded economic impact in a follow-up study in 3 years.</p> |

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| | G4TM9. Increase the number of GED students that WNMU serves by 10% by the beginning of the 2015-2016 AY. |
| Responsibility | <i>Faculty, staff, administration, students</i> |
| Cost | <i>TBD</i> |
| Goal 4 Primary QPC Custodians: Benji Cline, Linda Baldwin | |

Goal 5- Implement strategies for institutional sustainability.

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| KPI | <p><u>G5.KPI.1</u> By Spring 2015 increase the average class size by 20% from 15 students to 18 students in 100-200 level courses.</p> <p><u>G5.KPI.2</u> Privately raised funds will increase annually by 10% from the 2013-2014 baseline.</p> <p><u>G5.KPI.3</u> External grant funding will increase by 50% by the end of the 2015-2016 AY.</p> |
| Objectives | <p>A. Increase recurring and one-time revenues.</p> <p>B. Increase external funding support.</p> <p>C. Establish regular process reviews and mapping of all key WNMU processes.</p> <p>D. Create a university-wide technology plan and infrastructure that supports various classroom modalities and University outreach efforts.</p> <p>E. Create, expand, and market programs and services that grow WNMU and support its mission and vision.</p> <p>F. Create a culture of environmental sustainability that guides decision-making.</p> <p>G. Prioritize and address deferred maintenance on university structures.</p> |
| Selected Tactics (which if implemented would need accompanying action plans) | <ol style="list-style-type: none"> i. Increase retention rates and targeted recruitment while maintaining affordable tuition. ii. Invest in WNMU's ability to develop and be awarded competitive grants from external sources. iii. Create a system that tracks WNMU efforts to procure grants and external sources of funding and resulting successes. iv. Formally analyze and document WNMU processes and use these efforts to improve efficiencies and effectiveness and foster greater collaboration between and among departments. v. Invest in the communication, coordination, and prioritization of WNMU's external outreach and development efforts. vi. Regularly update program prioritization information through on-going program reviews. vii. Implement financial aid counseling that assists students in making fiscally sound decisions related to their future indebtedness. viii. Develop and implement formal succession planning for administrative areas. ix. Build sustainable global relationships that expand opportunities for WNMU's students and faculty. x. Regularly review and update tuition and fee policies and practices. |

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| <p>Possible Tracking Metrics/Targets</p> | <p>G5.TM1. By AY 2017-2018, increase freshman to sophomore retention rates by 10% (2% each year or 6 students/year) and sophomore to junior retention rates by 15% (3% each year or 12 students)</p> <p>G5.TM2. Increase WNMU Foundation giving by 50% by the end of the 2017-2018 AY.</p> <p>G5.TM3. Grow enrollment by 25% in programs meeting state-defined high demand occupations by the end of AY 2016-2017.</p> <p>G5.TM4. Grow current enrollment each year by the average of the prior 3 years plus 1.5%.</p> <p>G5.TM5. Develop an upward trend in the percent of faculty and staff who apply for grants; who receive grants; dollar amount of grants received.</p> <p>G5TM6. Decrease the administrative and support costs per student credit hour by 5% by the end of AY 2015-2016.</p> <p>G5TM7. Decrease the student default rates to the U.S. average.</p> <p>G5TM8. Increase the percent of total financial aid not involved in loans or other debt instruments.</p> <p>G5TM9. Decrease the backlog of deferred maintenance issues by 10% per year while maintaining current deferred maintenance spending.</p> <p>G5TM10. Increase the percent of total institutional expenditure spent on technology consistent with the technology plan.</p> <p>G5TM11. Decrease expenditures on energy consumption and other utilities by 4% by the end of AY 2015-2016.</p> |
| <p>Responsibility</p> | <p>Alumni Affairs, Academic Affairs, Business Affairs, WNMU Foundation</p> |
| <p>Cost</p> | |
| <p>Assessment</p> | |
| <p>Goal 5 Primary QPC Custodians: Jason Collet, Eddie Flores, Linda Hoy</p> | |