
WNMU STRATEGIC PLAN 2018 - 2023

MISSION, VISION, VALUES, GOALS

MISSION

An open-access institution 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.

Ser una institución de acceso abierto y 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 superior e innovadora en combinación con programas profesionales reconocidos internacionalmente y 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 de servicio a hispanos, WNMU es el 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.

Goals and Objectives

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

<i>Objectives</i>	<p><u>Objective G1.A:</u> Identify at-risk students and undertake appropriate actions to ensure their success.</p> <p><u>Objective G1.B:</u> Implement an integrated University student-retention plan.</p> <p><u>Objective G1.C:</u> Expand and assure quality of online and distance education programs.</p> <p><u>Objective G1.D:</u> Foster and reward a collegial environment that encourages high morale and excellence in teaching, scholarship/research and service.</p> <p><u>Objective G1.E:</u> Evaluate the University’s administrative structure and processes regarding their effectiveness in supporting student success.</p>
<i>Strategies</i>	<p><u>Strategy G1.A:</u> identifying at-risk students and undertaking appropriate actions to ensure their success.</p> <ul style="list-style-type: none"> • Define at-risk students within a University student-retention plan.

	<ul style="list-style-type: none"> • Increase the number of tutors at the Center for Student Success. <p><u>Strategy G1.B:</u> implementing an integrated University student-retention plan.</p> <ul style="list-style-type: none"> • 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><u>Strategy G1.C:</u> Improving quality of online and distance education programs.</p> <ul style="list-style-type: none"> • Support professional development of all online and distance education faculty through Quality Matters or other appropriate training, with support of the Online Course Design Committee and other appropriate professionals. • Developing effective monitoring of student satisfaction. • Assuring effective advising for distance students. • Developing focused marketing of online graduate programs. • Establishing baseline data on employer assessment of graduates’ workforce preparation and graduate satisfaction with job preparation. <p><u>Strategy G1.D:</u> Ways to foster and reward a collegial environment that encourages high morale and excellence in teaching, scholarship/research and service.</p> <ul style="list-style-type: none"> • Create and administer a survey instrument to determine what is important to faculty & staff at WNMU by: <ul style="list-style-type: none"> ○ Providing appropriate, on-going training and development activities. ○ Identifying office space for implementing professional training and development. ○ Promoting teaching, scholarship/research, and service productivity. ○ Providing appropriate customer service training using the Business Office. ○ Generating state or annual funding to expand cost-of-living and equity adjustments for faculty and staff salaries. ○ Correlate importance from the internal survey instrument to determine priority areas for needed improvement. <p><u>Strategy G1.E:</u> Improving University’s administrative structure and processes regarding their effectiveness in supporting student success.</p> <ul style="list-style-type: none"> • Formally analyze and map WNMU student services and academic processes by creating a report that is issued by the Vice President of Student Affairs. • Using the findings of this plan, implement the results to improve efficiencies, effectiveness, and intra-department collaborative activities and internal communication processes, so that it benefits student success.
<p><i>Key Performance Indicators</i></p>	<p><u>KPI. G1.A:</u> Metrics related to identifying at-risk students and undertaking appropriate actions to ensure their success.</p>

- Define at-risk students within the University student-retention plan required in Strategy G.1.B ‘implement a student-retention plan.’
- Define and undertake appropriate actions to ensure their success:
 - Increase the number of tutors at the Center for Student success by 10% each academic year.

KPI.G1. B: Metrics related to implementing student-retention plan.

- The student-retention plan will be completed and made public by 2021.
- The student-retention plan should include the following measurable goals:
 - Annually increasing the proportion of students that are successful in their course by 4%.
 - Increasing freshman- to- sophomore retention rate by 10%
 - Increasing sophomore to junior retention rate by 15%.
 - Increasing the number of freshman students with a consistent GPA of 2.0 or higher by 50%.
 - Increasing developmental course work success by 25%.
 - Decreasing the graduation rate gap between students of different demographic backgrounds.
 - Annually increasing the proportion of students that are successful in course work (Grades = A-C, P or AU) by 10% (from AY 2017-2018 baseline).
 - Increasing developmental course work success by 25%.
 - Success being defined as earning a grade of A-C or P in the next course in the sequence.
 - Increasing degree completion rates to the levels of WNMU peer institutions.

KPI.G1.C: Metrics related to expanding and assuring quality of online and distance education programs.

- Using OCDC to review 20% more online classes from 2018 number of classes reviewed.
- Increase the number of online faculty with Quality Matters certification by 5% each academic year.

KPI.G1.D: Metrics related to fostering and rewarding a collegial environment that encourages high morale and excellence in teaching, scholarship/research and service.

- Issue satisfaction survey by Fall 2020.
- Survey would include:
 - Increasing faculty and staff satisfaction in all categories by 10% over the last Great Colleges Survey (GCS) instrument results.
 - Improving Great Colleges Professional Development results by 5% since the last survey.
- Implement findings determined to be feasible of survey starting in Fall 2021
- By Spring of 2023, achieve the following results:

	<ul style="list-style-type: none"> ○ Decreasing faculty and staff turnover by 10%. ○ Seeking to maintain a zero grievance/complaint rate each year. <p><u>KPI.G1.E:</u> Metrics related to evaluating the University’s administrative structure and processes regarding their effectiveness in supporting student success.</p> <ul style="list-style-type: none"> • Have analysis regarding administrative support for student success completed by Fall 2021. • Implement the findings of this analysis by Fall 2022, with the following results: <ul style="list-style-type: none"> ○ Improving SSI ratings for all student service areas to top 90% nationally. ○ Each year providing 8 -10 professional development or training events that are utilized by at least 50% of WNMU employees. ○ Increasing by 10% funds expended for faculty and staff development over the baseline.
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:	
<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 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 - Implement Strategies for Institutional Sustainability	
Objectives	<p><u>Objective G2.A:</u> Create an integrated university sustainability plan with specific targets and accountability measures.</p> <p><u>Objective G2.B:</u> Adopt a stewardship program for the university.</p> <p><u>Objective G2.C:</u> Develop academic degrees and career/technical education programs that satisfy identified workforce needs.</p> <p><u>Objective G2.D:</u> Expand and strengthen distinctive programs based on community and workforce needs: rural health and education; international; Gila National Forest; relevant technologies.</p>

	<p><u>Objective G2.E</u>: Create a pathway for local high school students to attend WNMU</p>
<p>Strategies</p>	<p><u>Strategy G2.A</u>: Ways to create an integrated university sustainability plan with specific targets and accountability measures.</p> <ul style="list-style-type: none"> • Use surveys and relevant data to create targets and accountability measures to assess the university’s sustainability plan. • Use existing survey tools to identify appropriate items that reflect performance in accordance with WNMU’s mission, vision, and values. • Develop and implement formal succession planning for administrative areas. • Identify workforce needs to develop appropriate degree and certificate programs. • Create an electronic data base for tracking teaching, scholarship/research, and service activities across the campus. <p><u>Strategy G2.B</u>: Ways of developing a stewardship program for the university.</p> <ul style="list-style-type: none"> • Obtain external funding to support rural initiatives. • Pursue funded training/education contracts with external entities. • Identify and seek external funding related specifically to Hispanic Serving Institutions, particularly to insure the academic success of Hispanic students at WNMU. <p><u>Strategy G2.C</u>: Ways of developing academic degrees and career/technical education programs.</p> <ul style="list-style-type: none"> • Survey current and long-term workforce needs locally, regionally, statewide, and nationally. • Develop or acquire more effective means to collect employment data for graduates. • Collect employment data for graduates in order to understand what degrees are most successful in providing students viable careers. • Develop effective collaboration among academic programs, applied technology, and career services. • Develop certificate/licensure programs to meet strategic workforce needs. • Seek business-to-business contractual arrangements. • Emphasize workplace skills for all students that meet current and future workplace circumstances. • Achieve or exceed state and national averages on licensure and certification exam pass rates on first try and overall. <p><u>Strategy G2.D</u>: Ways to expand and strengthen distinctive program: rural health and education; international; Gila National Forest; relevant technologies.</p> <ul style="list-style-type: none"> • Obtain external funding to support rural initiatives. • Implement MSN program that focuses on frontier and rural health. • Develop and implement Community Health Worker program. • Expand professional development and other identified educational needs for rural schools. • Incorporate rural education component in education curriculum.

	<ul style="list-style-type: none"> • Use External Affairs to expand international student enrollment through international agreements, including Zambia, Spain, and Mexico. • Recruit and increase Language Institute enrollments. • Build sustainable global relationships that expand opportunities for WNMU’s students and faculty. • Use Gila National Forest for innovative programs, i.e. leadership, summer conferences and integrate the region into curricula working with the Outdoor Program. • Pursue current and future technologies, i.e. drones, logistics, 3-D printing, etc. <p>Strategy G2.E: Ways to increase recruitment efforts locally.</p> <ul style="list-style-type: none"> • Increase advertising of WNMU in Southwest New Mexico to increase the number of local students taking classes at WNMU. • Focus scholarships (academic, athletic, at-risk) and other appropriate incentives to local and regional schools.
<p>Key Performance Indicators</p>	<p><u>KPI.G2.A:</u> Metrics related to an integrated university sustainability plan with specific targets and accountability measures.</p> <ul style="list-style-type: none"> • Implement effective budget planning based on trend data. • Maintain fiscal reserves of a minimum of 5% of total budget. <p><u>KPI. G2.B:</u> Metrics related to develop a stewardship program for the university.</p> <ul style="list-style-type: none"> • Develop and submit a minimum of 10 proposals for external funding. • Expand Foundation and Alumni donations by 10%. • 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><u>KPI.G2.C:</u> Metrics related to developing academic degrees and career/technical education programs that support identified workforce needs.</p> <ul style="list-style-type: none"> • Achieve or exceed state and national averages on licensure and certification exam pass rates on first try and overall in programs where licensure or certification exams or standards exist. • Keep research current using local, regional, state, and national data regarding workforce needs. <p><u>KPI.G2.D:</u> Metrics related to expanding and strengthening distinctive programs: rural health and education; international; Gila National Forest; relevant technologies.</p> <ul style="list-style-type: none"> • Expand international student enrollment by 10%. • Recruit and increase Language Institute enrollments by 10%. • Admit full cohort of students in MSN in frontier health and nurse practitioner program. • Grow Community Health Worker Program by 10% from 2018 baseline. • Develop leadership certificate using Gila National Forest and Outdoor Programs. • Embed Gila experiences in the General Education and Applied Liberal Arts and Sciences. • Explore and implement where feasible training programs/certificates in areas of workforce needs and future trends, such as 3-D technologies and alternative energy.

	<p><u>KPI.G2.E</u>: Metrics related to recruiting students locally.</p> <ul style="list-style-type: none"> • Increase local social media and other face-to-face recruitment. • Grow the percent of students in each WNMU community that take at least one course from WNMU in any given year. • 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. • Increase the number of GED students that WNMU serves by 10% by the beginning of the 2020 AY.
Responsibility	<i>Human Resource, Faculty Senate, Staff Senate, Academic Affairs, College Deans</i>
Cost	TBD
Goal 2 Primary QPC Custodians:	
Resources:	
<i>Great Colleges Survey data</i>	
<i>Data from faculty and staff evaluation instruments</i>	

Goal 3 – Develop and Implement the Applied Liberal Arts and Sciences Program Across Curricula	
Objectives	<p><u>Objective G3.A</u>: Connect Applied Liberal Arts and Sciences (ALAS) to General Education requirements.</p> <p><u>Objective G3.B</u>: Develop focused WNMU identity as New Mexico's public Applied Liberal Arts and Sciences University.</p> <p><u>Objective G3.C</u>: Achieve criteria to become a member of the Council of Public Liberal Arts Colleges (COPLAC).</p> <p><u>Objective G3.D</u>: Assess the impact of ALAS on students.</p>
Strategies	<p><u>Strategy G3.A</u>: Ways of connecting Applied Liberal Arts (ALAS) and Sciences to General Education requirements.</p> <ul style="list-style-type: none"> • Use C&I to pass changes to curriculum. • Complete planning for new General Education program with Applied Liberal Arts and Sciences objectives included.

	<ul style="list-style-type: none"> • Achieve required Higher Education Department approval of all General Education courses. <p><u>Strategy G3.B:</u> Ways of developing a focused WNMU identity as New Mexico's public Applied Liberal Arts and Sciences University.</p> <ul style="list-style-type: none"> • Increase focused identity as Applied Liberal Arts and Sciences University. • Gain national attention of innovative General Education and ALAS curricula. <p><u>Strategy G3.C:</u> Ways of creating the criteria to become a member of the Council of Public Liberal Arts Colleges (COPLAC).</p> <ul style="list-style-type: none"> • Communicate with the COPLAC organization to identify criteria for membership. • Develop plan for meeting the criteria. <p><u>Strategy G3.D:</u> Ways to assess the impact of ALAS on students.</p> <ul style="list-style-type: none"> • Implement General Education program assessment that includes evaluation of student skills, knowledge, and attitudes based on goals of the program • Implement pre- and post- assessment of the liberal arts foundation questions: What is truth?; What is justice?; What does it mean to be human?; What is the good life?
<p>Key Performance Indicators</p>	<p><u>KPI.G2.A:</u> Metrics related to connecting Applied Liberal Arts (ALAS) and Sciences to General Education requirements.</p> <ul style="list-style-type: none"> • Each course approved for general education will demonstrate how course content will be applied in relation to the four foundational questions (What is truth; What is justice; What does it mean to be human; and What is the good life.) • Assessment surveys will show that 80% of students indicate increased engagement in learning and positive change by the practice of essential skills, including communication, critical/creative thinking, quantitative reasoning, information and digital literacy, and personal and social responsibility. <p><u>KPI.G2.B:</u> Metrics related to developing a focused WNMU identity as New Mexico's public Applied Liberal Arts and Sciences University.</p> <ul style="list-style-type: none"> • All websites will have link to a dynamic Applied Liberal Arts and Sciences web site. • Identity as New Mexico’s Applied Liberal Arts and Sciences University will be standard on all publications and as appropriate on social media. <p><u>KPI.G2.C:</u> Metrics related to achieving criteria to become a member of the Council of Public Liberal Arts Colleges (COPLAC).</p> <ul style="list-style-type: none"> • Create a plan to meet COPLAC criteria by Fall of 2020. • WNMU will be a candidate for COPLAC membership by 2021 and a member by 2022. <p><u>KPI.G2.D:</u> Metrics related to assessing the impact of ALAS on students.</p>

	<ul style="list-style-type: none"> • Assessment surveys will show that 80% of students indicate increased engagement in learning and positive change by the practice of essential skills, including communication, critical/creative thinking, quantitative reasoning, information and digital literacy, and personal and social responsibility. • Assessment surveys will show that 75% of students will agree that the liberal arts and sciences foundation has a positive application to their majors, career choices, and life philosophy.
Responsibility	<i>Faculty, staff, Academic Affairs</i>
Anticipated Costs	TBD
Goal 3 Primary QPC Custodians:	
Resources:	

Goal 4 – Develop WNMU as the Cultural Center for the Community and Region

Objectives	<p><u>Objective G4.A:</u> Become a regional destination for campus cultural events, including WNMU Deming.</p> <p><u>Objective G4.B:</u> Serve as a leader and model for the region.</p> <p><u>Objective G4.C:</u> Recognize and celebrate WNMU’s status as a Hispanic Serving Institution and its commitment to diversity and inclusion of all students.</p> <p><u>Objective G4.D:</u> Promote an understanding of WNMU’s economic importance to the region.</p>
Strategies	<p><u>Strategy G4.A:</u> Ways to become a regional destination for campus cultural events, including WNMU Deming.</p> <ul style="list-style-type: none"> • Invest in marketing efforts with: 1) Office of Marketing; 2) Office of Cultural Affairs; 3) Felipe de Ortego y Gasca Cultural Center. <p><u>Strategy G4.B:</u> Ways to serve as a leader and model for the region.</p> <ul style="list-style-type: none"> • Identify, invest in, and develop educational and other productive relationships with all WNMU communities and their constituencies. • Expand academic and service opportunities at the Deming Mimbres Learning Center. • 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.) • Set employment standards that support WNMU being the best place to work in the region in terms of compensation, benefits, and work policies. <p><u>Strategy G4.C:</u> Ways to recognize and celebrate WNMU’s status as a Hispanic Serving Institution and its commitment to diversity and inclusion of all students.</p>

	<ul style="list-style-type: none"> • Implement academic programs that relate specifically to HSI goals, i.e. bilingual STEM and elementary education. • Cultivate advancement opportunities in HSI scholarships, internships that are paid, and aggressively pursue HSI type of grants. • Collaborate with local and state businesses on projects, studies, and programs for the development of Hispanic/Latinx leaders. <p><u>Strategy G4.D:</u> Ways to promote an understanding of WNMU’s economic importance to the region.</p> <ul style="list-style-type: none"> • Undertake a study that establishes the economic impact of WNMU in each of the communities it serves.
<p>Key Performance Indicators</p>	<p><u>KPI G4.A:</u> Metrics related to becoming a regional destination for campus cultural events, including WNMU Deming.</p> <ul style="list-style-type: none"> • Increase advertising of events by 10% from 2018 numbers. • Increase participation of students and community members in on-campus events by 10% each year from 2018 numbers. <p><u>KPI G4.B:</u> Metrics related to serving as a leader and model for the region:</p> <ul style="list-style-type: none"> • By Spring 2020, increase by 10% the positive presence of WNMU in the community as measured by the “every two-year stakeholder survey.” • Establish baseline information on the number of businesses and industries served through <u>selected</u> partnerships and collaborations in the 2019-2020 AY. Increase this number by 10% annually. • Improve the diversity of WNMU employees in terms of its reflection of the demographics of the areas it serves. • Increase the number of Hispanic/Latinx faculty by 10% by 2023, from its 2019 numbers, subject to program needs and available funding. <p><u>KPI G4.C:</u> Metrics related to recognizing and celebrating WNMU’s status as a Hispanic Serving Institution and its commitment to diversity and inclusion of all students.</p> <ul style="list-style-type: none"> • Increase activities and awareness of the Felipe de Ortego Cultural Center and its activities to expand participation of all students, faculty, staff, and community. • Fund a tenure-line faculty position to administer the Spanish and Latin American Studies minor. • Increase student recruitment efforts into bilingual STEM and elementary education programs. <p><u>KPI G4.D:</u> Metrics related to promoting an understanding of WNMU’s economic importance to the region.</p> <ul style="list-style-type: none"> • Create study that establishes the economic impact of WNMU in each of the communities it serves by 2023. <ul style="list-style-type: none"> ○ In the study cited above, include the communities WNMU serves establish comparative benchmarks with local employers relative to communication practices, benefits, and workplace practices by the end of Fiscal Year 2020.

	<ul style="list-style-type: none"> ○ Survey results from the partnership and stakeholder surveys related to communication with WNMU will improve by 10% over the previous survey results. ○ Survey questions will be developed and baseline information gathered on stakeholder and partner perceptions of transparency of WNMU activities and actions in FY 2019-2020. ● 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.
Responsibility	<i>Faculty, staff, administration, students</i>
Cost	TBD
Goal 4 Primary QPC Custodians:	

Goal 5 - Create and implement a University-wide structure of accountability.

Objectives	<p><u>Objective G5.A:</u> Support and expand a systematic culture of data informed decision-making related to WNMU’s mission, vision, values, and strategic plan.</p> <p><u>Objective G5.B:</u> Analyze and document WNMU processes and use these efforts to improve efficiencies and effectiveness and foster greater collaboration between and among departments.</p> <p><u>Objective G5.C:</u> Maintain financial indicators within the range expected by legislators, lenders, and accrediting bodies.</p> <p><u>Objective G5.D:</u> Incorporate program reviews effectively into academic planning.</p>
Strategies	<p><u>Strategy G5.A:</u> Ways to support and expand a systematic culture of data informed decision-making related to WNMU’s mission, vision, values, and strategic plan.</p> <ul style="list-style-type: none"> ● Design and implement a scorecard for tracking WNMU KPIs and other tracking metrics of strategic plan goals by 2019-2020 AY. ● From that scorecard, seek to improve upon the following: <ul style="list-style-type: none"> ○ Improving use of analytics for planning and decision making. ○ Making enrollment data transparent and more effective in schedule and employment planning. ○ Identifying and utilizing easily accessible standardized communication mechanism(s) for formal transmission of University information to all WNMU constituencies in support of transparency in WNMU operations.

	<p><u>Strategy G5.B:</u> Ways to analyze and document WNMU processes to improve efficiencies and effectiveness and foster greater collaboration between and among departments.</p> <ul style="list-style-type: none"> • 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. • Review and Implement changes where needed of the administrative, faculty, and staff evaluation processes to better reflect and communicate university performance expectations. <p><u>Strategy G5.C:</u> Ways to maintain financial indicators within the range expected by legislators, lenders, and accrediting bodies.</p> <ul style="list-style-type: none"> • Evaluate and use productivity measures for budgetary purposes. • Identify and set up on-going measurements of required financial indicators and ratios expected by legislators, lenders, and accrediting bodies. <p><u>Strategy G5.D:</u> Ways to incorporate program reviews effectively into academic planning.</p> <ul style="list-style-type: none"> • Create and adhere to a 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. • Use C&I and Graduate Council to evaluate program reviews effectively.
<p>Key Performance Indicators</p>	<p><u>KPI G5.A:</u> Metrics related to supporting and expanding a systematic culture of data informed decision-making related to WNMU’s mission, vision, values, and strategic plan.</p> <ul style="list-style-type: none"> • Complete the scorecard measuring accomplishment of KPIs each academic year. • Using the scorecard, accomplish the following: <ul style="list-style-type: none"> ○ All WNMU KPI’s are analyzed at least annually and meet at least 60% of expected targets. ○ Show improvements in analytics, enrollment data transparency, scheduling and employment planning, and communications mechanisms. ○ Establish the schedule for academic and service related program reviews by January 2019 and track compliance (by the appropriate vice president). ○ Ensure that all staff employed for at least nine months prior to December 2019 receive a performance evaluation related to fulfilling Strategic Plan goals that is documented no later than that date. <p><u>KPI G5.B:</u> Metrics related to analyzing and documenting WNMU processes and use these efforts to improve efficiencies and effectiveness and foster greater collaboration between and among departments.</p> <ul style="list-style-type: none"> • Verify that the communication mechanisms identified are appropriate and effective. • Review University Planning Council (UPC) communications plan and alter as necessary. <p><u>KPI G5.C:</u> Metrics related to maintaining financial indicators within the range expected by legislators, lenders, and accrediting bodies.</p> <ul style="list-style-type: none"> • All financial indicators identified for regulatory or accreditation purposes are met or exceeded each year.

	<ul style="list-style-type: none"> Reject financial or other resource requests that do not substantiate a need through the use of appropriate current data. <p><u>KPI G5.D</u>: Metrics related to incorporating program reviews effectively into academic planning.</p> <ul style="list-style-type: none"> Achieve 100% submission of program reviews and assessment reports by the designated deadline. Follow up to verify demonstrated changes that program reviews generate.
Responsibility	<i>Faculty, staff, University College entities (?)</i>
Anticipated Costs	TBD
Goal 3 Primary QPC Custodians:	
Resources:	