

# 2015-2019 UNM Gallup Five-Year Strategic Plan

Y1-Y5; Years of activity in plan

\*\* = Y1 Priority

## **Strategic Direction # 1:**

### ***Promote Lifelong Learning through Innovative Recruitment, Enrollment and Retention Practices***

- 1) Establish metrics to determine optimal enrollment numbers. (Y1-Y3)
- 2) Foster higher retention, academic progress, and completion rates.\*\* (Y1-Y5)
- 3) Institute robust retention measures including intrusive advising, student tracking, academic coaching, *commit to complete contracts*," and other researched methods of identifying and addressing educational barriers.\*\* (Y1-Y5)
- 4) Work closely with all feeder high schools and national recruiting firms to determine the most effective and desired recruiting strategies including, but not limited to the campus caravan model.\*\* (Y1- Y5)
- 5) Target new enrollment pipelines including Veterans\*\*, Adult Basic Education population, Correctional Facility\*\*, CTE adult learners, Spanish Speaking Community\*\*, Expanded Dual Credit\*\*, GOAL adult learner programs, expansion of Middle College\*\*, Zuni Magnate School, and international students. (Y1-Y5)
- 6) Increase physical presence in region through targeted and expanded marketing and community recruitment efforts using a team approach.\*\*(Y1-Y5)

## **Strategic Direction #2:**

### ***Establish Community Engagement Model that Includes Partnerships with Local, Regional, Civic and Educational Entities***

- 1) Explore opportunities to engage local higher education institutions in collaborative network.\*\*(Y1-Y5)
- 2) Propose collaborative distance learning through system-wide Zoom technology network as a means of facilitating simultaneous course offerings.\*\*(Y1)
- 3) Explore expansion and course sharing of dual credit programs across campus sites.\*\*(Y1-Y3)
- 4) Investigate opportunities for joint faculty appointments.(Y2-Y5)
- 5) Participate in community-wide initiatives to maximize resources to better serve students and stakeholders.
- 6) Reimagine Zuni campus as independent under control of Zuni Pueblo and as educational partner with UNM-G and other institutions. (Y1-Y2)

### **Strategic Direction #3:**

#### ***Strengthen Programmatic & Instructional Excellence, Opportunities and Innovation***

- 1) Focus on and define clear programs and paths allowing students to progress to Bachelor's Degree programs. Include clear transferability guidelines. (Y1-Y5)
- 2) Ensure all programs are academically and professionally excellent, viable, and serve the needs of the students and the community.
- 3) Develop clearly defined professional programs tied to economic development of the region and the aspirations of the students.\*\* (Y1-Y4)
- 4) Develop clear, effective, efficient programs to address students' developmental needs, \*(Y1-Y3)
- 5) Expand aspects of our highly successful TriO program to benefit the entire student body
- 6) Support faculty who are committed and excellent teachers providing quality teaching and challenging learning for the students (Y1-Y5)
- 7) Encourage faculty in efforts to increase and expand modalities of instruction through support of distance learning resources.
- 8) Support substantial increase in distance learning resources, including stipends for development of online, zoom technology-based and Tegrity lecture capture courses (Y1-Y3)
- 9) Expand faculty functions to include planned ambassadorial duties in recruiting.\*\* (Y1-Y2)

### **Strategic Direction #4:**

#### ***Develop Robust Technology Infrastructure and Applications***

- 1) Develop structural and professional supports within the IT Department to support distance and e-learning. (Y1-Y3)
- 2) Ensure effective end-user training, support, and documentation for all applications (Y1-Y5)
- 3) Develop funding plan for IT infrastructure development and maintenance (Y1-Y)
- 4) Refine web presence that is coherent, functional, high value, up to date, and facilitates public access and interaction (IT- Specific Strategy)

## **Strategic Direction #5:**

### ***Complete and Operationalize Master Plan to Include Campus Infrastructure Build-out***

- 1) Utilize completed *Master Plan* to guide phased development of campus infrastructure.\*\* (Y1-Y5)
- 2) Research the viability of renovating Lion's Hall as Middle College High School to allow for planned program expansion. \*\* (Y1-Y4)
- 3) Investigate best uses for campus facilities to maximize growth, space utilization and most efficient use of resources. (Y1-Y5)
- 4) Initiate planning and design phase of Center for Career Technical Innovation Center. \*\*(Y1-Y2)
- 5) Insure funding for the five-year infrastructure plan is integrated by developing public/private donors as funders for specific infrastructure growth and improvement.\*\* (Y1-Y3) projects as part of overall Comprehensive Campaign. (Y1-Y4)
- 6) Develop public-private partnerships to help cover costs of infrastructure

## **Strategic Direction #6:**

### ***Enable Professional Development for Staff & Faculty and Support Organizational Development***

- 1) Provide ongoing professional development support for faculty and staff (Y1-Y5)
- 2) Support creation of an institutional mechanism to identify and recognize professional development opportunities , particularly those that enhance undergraduate experiential education (Y1-Y5)
- 3) Review existing data to identify key areas of staffing (Y1-Y5)
- 4) Assess current organizing structures within the institution to determine appropriateness (Y1-Y3)
- 5) Provide appropriate opportunities for training to ensure knowledge of institutional policies regarding respectful campus, strategic directions, and employee rights and benefits. (Y1-Y5)

## **Strategic Direction #7:**

### ***Focus Outreach to the Community and Region***

- 1) Play a leadership role in developing and strengthening relations within the community.
- 2) Explore, develop and strengthen community partnerships with civic, educational and governmental entities.(Y1-Y5)
- 3) Engage with communities in educational, cultural, and other initiatives to achieve support for UNM-Gallup (Y1-Y5)
- 4) Clarify our institutional brand and our self-image as both an academic and professional / vocational institution (Y1-Y2)
- 5) Develop initiatives in conformance with UNM's MOU with Navajo and Zuni, as well as assessment methodologies for initiatives under those MOUs (Y1-Y2).
- 6) Conduct economic and market research to support community development

## **Strategic Direction #8:**

### ***Strengthen the Management & Acquisition of Resources***

- 1) Ensure a financial model that supports the mission and goals of the campus.
- 2) Evaluate organizational effectiveness of current functional units and reorganize as necessary to increase fiscal flexibility and utility and align with financial capabilities.\*\* (Y1-Y3)
- 3) Update Campus Master Plan including South and North campuses. (Y1-Y2)
- 4) Support systematic, institutionalized, clear budget planning process for allocating resources
- 5) Investigate and choose appropriate available benchmarks and “rules of thumb” from professional organizations and the main campus for facility management. (Y1-Y5)
- 6) Expand external funding sources to support ongoing and new programs and initiatives.\*\* (Y1-Y5)

## **Strategic Direction #9:**

### ***Enhance Comprehensive Academic and College Life Experience for Students***

- 1) Enhance on-campus student services and presence to receive and retain students through a student-centered culture across campus. \*\*(Y1-Y5)
- 2) (Y1-Y5)
- 3) Institute Academic Bridge Program to move Students to Transfer Courses more quickly (Y1-Y3)
- 4) Support Department of Student Affairs in instituting support centers to accommodate specific student populations.(Y1-Y2)
- 5) Engage Student Government in Training and Development to increase effective impact within a Shared Governance Structure (Y1-Y5)
- 6) Strengthen all student support services and incorporate cross departmental mechanisms of monitoring and promoting retention.
- 7) Enhance academic support systems such as summer bridge programs, supplemental instruction, tutoring and faculty/student mentoring.
- 8) Train and engage student government to increase impact within a shared governance structure. \*\* (Y1-Y5)

## **Strategic Direction #10:**

### ***Enhance Campus Diversity***

- 1) Increase diversity awareness through establishment of diversity task force (Y1-Y3)
- 2) Sponsor diversity events celebrating campus and community culture and heritage\*\* (Y1-Y3) (staged on alternate years)
- 3) Increase campus student diversity and numbers through directed enrollment pipelines (Y1-Y5)
- 4) Adopt the RUE diversity principles (Respect, Understanding, and Engagement) as relational guidelines for UNM-G employees and students both on and off campus. (Y1-Y5)
- 5) In partnership with the city, county and Navajo Nation establish a ***culture center in downtown Gallup*** as an educational resource and tourist attraction to include local displays of material culture, geologic and ethnographic history, live presentations of artisanal craft workings, poetry and oral history readings and other live cultural events.\*\* (Y1-Y5)

### **Strategic Direction # 11:**

#### ***Adopt campus and community sustainability practices as core values***

- 1) Integrate sustainability principles/experiential learning opportunities into core curriculum (Y2-Y5)
- 2) Practice Sustainability efforts on campus in recycling and water conservation (Y2-Y5)
- 3) Integrate heritage farming and permaculture sites into three campus sites as part of landscape architecture in Master Plan actions\*\* (Y1 – Y4)
- 4) Identify and enact sustainability investments as part of our five year planning process. (Y3-Y5)
- 5) Collaborate with the McKinley Citizens' Recycling Council to promote and improve recycling efforts on campus and in the community\*\*(Y1-Y3)
- 6) Continue to promote and expand efforts under the Community College Alliance for Sustainability Education (CCASE) to benefit students in environmental science and green business careers

### **Strategic Direction #12:**

#### ***Develop new programs and opportunities that link educational needs with regional economic priorities***

- 1) Establish a regional ***Police and Firefighter Training Academy*** in collaboration with Western New Mexico-Gallup in the regional mall site or other facility. (Y2 – Y3)
- 2) Establish a ***Zoom Technology Network*** for the WNMICHE institutions and the Zuni Pueblo as an aid to extended learning and workforce development, student access, and student retention (Y1-Y3)
- 3) Coordinate efforts to expand workforce development and continuing education opportunities in the mall site and invite WNMICHE partners to share the space costs and offer complementary programs with UNM-Gallup for the regional public
- 4) Consider a hardship scholarship program for students who come from greater than 30 miles one way equivalent to 50% of their tuition and fees
- 5) Pilot the Great Opportunities for Adult Learners (GOAL) AA degree program at the mall site
- 6) Establish an ***Institute for Higher Education*** on campus that integrates the existing extended UNM university presence with other BA/MA granting institutions throughout the Southwest

### **Strategic Direction # 13:**

- 1) Begin the 2017-2020 Capital campaign to raise funding for scholarships and specific programs
- 2) Establish the Capital Campaign Committee with attendees from the 3<sup>rd</sup> Annual Scholarship Recipient & Donor Reception, Board of Advisors, faculty, administration, staff, students, and representatives from UNM Foundation.\*\* (Y1-Y3)
- 3) Devise marketing plan and outreach strategies to support the start-up and phased multiyear rollout of the campaign. \*\*(Y1-Y3)

