



**Strategic Plan and  
2006- 2008 Milestones**

**Planning Priorities: Enrollment,  
Retention and Graduation**

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## CENTRAL NEW MEXICO COMMUNITY COLLEGE

### We Value

#### Students

Achievement  
Communication  
Learning  
Opportunity

#### People

Diversity  
Integrity  
Respect  
Teamwork

#### Community

Accountability  
Economic Development  
Leadership  
Service

### Vision

Creating Pathways for Students' Futures

### Mission

Dynamic Education for the Community

## GOVERNING BOARD PURPOSE STATEMENTS

1. **Support Students:** Offer the best opportunities for occupational and workforce training, certificates, associate degrees, liberal arts and transfer credit, skill development, and life-long learning.
2. **Respond to Community:** Promote and maintain program quality and relevant curricula to support economic and social development.
3. **Value Faculty and Staff:** Offer opportunities for growth, professional development and recognition.
4. **Promote Innovation:** Support opportunities to broaden perspectives and enhance creativity.
5. **Foster Collaboration:** Communicate, cooperate, and collaborate within CNM and among other educational institutions and the community.
6. **Deliver Exceptional Service:** Ensure a welcoming, friendly, and service-oriented environment.
7. **Facilitate Access:** Pursue and accessible an affordable education for all students.
8. **Respect Diversity:** Celebrate, promote and respect diversity.
9. **Enhance Physical and Technological Resources:** Plan, improve, and maintain physical resources and technology.
10. **Ensure Accountability:** Focus on an ongoing system of evaluation, analysis, and adjustment; maintain fiscal integrity and responsibility.

## Milestone I: Student Access and Success

**Goals:** Optimize programs; offer alternative courses and schedules; improve the distribution of resources and improve coordination of courses and program scheduling. Seek innovative ways for access to services and information, including on-line resources. Promote programs and services and distribute information through multiple channels including on-line resources. Develop a process to help students identify goals and to engage in education/career planning. Assess multi-cultural services to students. ***Improve overall student retention and graduation.***

Priorities for Action:	Area Most Accountable for Goal	Completion Term
Develop and implement a process to assure students develop an educational plan in first term	Academic Affairs Leadership Team and Student Services Leadership Team	Fall 2007
Increase student access to on-line academic and support services	Academic Affairs Leadership Team Student Services Leadership Team	Fall 2007
Working with APS/Rio Rancho and four-year institutions, develop and implement a community K-20 articulation plan  Phase I: Focus on building High School pathways Phase II: Focus on seamless student transitions to 4-yr institutions	Academic Affairs Leadership Team – Phase I  Executive Team – Phase II	Phased implementation with Phase I completed by Summer 2007  Summer 2008
Coordinating with the name change, develop a marketing plan that promotes the accessibility and affordability of high quality programs that support students' success	Cross-functional team (TBD) that includes Academic Affairs Leadership Team and Public Information Office	Summer 2007
AQIP Priority: Determine, design, implement, and evaluate an early alert system to increase the success of students.		
AQIP Priority: Determine, design, implement, and evaluate a college marketing system for CNM to increase student enrollment.		

## Milestone II: Institutional Success and Management of Growth

**Goals:** Maintain and monitor fiscal responsibility. Assure ongoing compliance with external regulatory agencies. Design and implement plans to increase safety, security and wellness awareness. Provide and maintain institutional facilities that support educational needs. Implement a system for optimum space utilization. Implement components of "Vision 30,000" that relate to the management of growth, including campus identities. Enhance and implement electronic facility and course scheduling. Implement an integrated plan for a sound, systematic approach for new program development, retirement of programs, and course enrollment thresholds.

Priorities for Action:	Area Most Accountable for Goal	Completion Term
Design systems to optimize space utilization  Phase I: Design system to track usage Phase II: Implement system to optimize space utilization	Phase I: Information Technology Services and Institutional Course Scheduling Team  Phase II: Cross-functional Implementation Team (TBD)	Spring 2007  Fall 2007
Standardize a systematic approach for new program development, retirement of programs, and course enrollment thresholds	Academic Affairs Leadership Team	Fall 2007
Establish campus identities on basis of academic programs	Executive Team	January 2008
Monitor new equipment request process	Capital Equipment Funding Priorities Task Team	Spring 2007
<ul style="list-style-type: none"> <li>AQIP Priority: Implement and evaluate a college-wide master course scheduling system based upon student and program needs.</li> </ul>		

### Milestone III: Faculty and Staff Success

**Goals:** Design and implement effective recruitment and retention process for faculty and staff and implement the *Faculty and Staff Recruitment, Hiring and Retention Plan*. Investigate employee turnover and evaluate the effectiveness of current classification system as it relates to emergent organizational needs, the increasing integration of technology and changing market competitiveness. Design and implement a continuing education and professional development system for faculty and staff at all levels. Assure an ongoing focus on customer service and diversity training. Implement a succession plan that is incorporated into the hiring process.

Priorities for Action:	Area Most Accountable for Goal	Completion Term
Expand professional development opportunities for faculty, focusing on student retention and graduation	Retention Team and Organizational Learning	Spring 2007
Development professional development opportunities for staff at all levels	Organizational Learning	Spring 2007
Develop a tracking system for and evaluate effectiveness of professional development	Organizational Learning	Summer 2007
Develop a system for measuring recruitment and retention of faculty and staff which includes diversity hiring (re: the Faculty and Staff Recruitment, Hiring, and Retention Plan)	Human Resources	Spring 2007

## Milestone IV: Student Outcomes, Institutional Accountability and Evaluation

**Goals: *Close the achievement gaps for academically under-prepared and/or under-resourced students.*** Raise awareness that student outcomes are a factor of institutional accountability. Improve course and discipline outcomes and emphasize effectiveness of programs. Evaluate and improve curriculum review. Evaluate courses with alternative delivery modes and schedules. Evaluate and document student learning (core competencies). Create a systematic process for annual review of student learning outcomes. Evaluate student satisfaction and institutional services; document and monitor the improvements instituted as result of those evaluations. Track the impact of instructional and WTC reorganization on student outcomes.

Priorities for Action:	Area Most Accountable for Goal	Completion Term
Phase I: Develop and implement process to monitor progress of students' educational plans Phase II: Evaluate outcome of plans	Phase I: Academic Affairs Leadership Team and Student Services Leadership Team  Phase II: Academic Affairs Leadership Team and Student Services Leadership Team	Spring 2008  Spring 2009
1. Address core competencies in each course syllabus 2. Measure two core competencies in 2006-07 3. Measure Exit Competencies 4. Evaluate Results	Academic Affairs Leadership Team and Student Academic Achievement Committee (SAAC)	Summer 2007
Create a process to increase student success and close achievement gaps for under-prepared students in high-risk/high-volume courses	Academic Affairs Leadership Team and Student Services Leadership Team	Summer 2007
Increase student outcomes (i.e. retention and academic success) in high-risk/high-volume courses	Academic Affairs Leadership Team and Student Services Leadership Team	Summer 2007
Revise Planning and Assessment document to include feedback loop	Planning, Budget, and Institutional Research	Fall 2006
AQIP Priority: Review and evaluate the current academic affairs and academic advisement communications system and implement changes, if needed, to improve the student learning experience.		

## Milestone V: Economic Development and Community Impact

**Goals:** Develop and/or enhance articulation/partnership agreements with secondary and postsecondary institutions, business, government and industry. Expand APS/UNM/Rio Rancho/CNM partnerships. Develop a community K-20 plan. Track the impact CNM has on regional economic growth and development. Expand regional workforce development efforts. Increase growth of the CNM Foundation. Promote civic responsibility activities. Expand outreach to multi-cultural/diverse communities.

Priorities for Action:	Area Most Accountable for Goal	Completion Term
Focus external funding support requests on student retention, graduation and diversity initiatives	CNM Foundation and Planning Budget and Institutional Research	Fall 2006
Provide support structure necessary to develop a K-20 articulation plan	Executive Team, Academic Affairs Leadership Team, and Student Support Leadership Team	Related to Milestone I through 2008
Develop partnerships (including MOUs) necessary to implement the Emergency Management Plan	Physical Plant Department/Security	Spring 2007
Promote civic responsibility activities and create a recognition process for participating faculty and staff	Public Information Office, Organizational Learning and CNM Foundation	Spring 2007
Develop additional partnerships to enhance workforce and economic development	Executive Team and Academic Affairs Leadership Team	Fall 2007