Dear Friends,

As we all move into a rapidly evolving future, it’s very important that Central New Mexico Community College ventures forward with a strong sense of purpose, a focused plan and guiding principles that will help us both reach our goals and overcome the challenges that will surely come in the next five years. To help us stay on a steady course for success from 2016-2021, we have designed an updated Strategic Direction that will lead our way.

Our Vision – “Changing Lives, Building Community” – remains the same as it has been since 2008. It’s our Vision, and our motivation. Our new Mission is to “Be a Leader in Education and Training.” As our state’s largest community college, we need to continue striving to be at the forefront of cutting edge education and training. Being a true leader is not only important for our students, but it’s also critically important for New Mexico’s economy. Being a key contributor to our state’s economic development equation, we plan to provide the kind of cutting edge education and training that will deliver highly skilled graduates and a 21st century workforce that will spur economic development.

As we passionately pursue our Mission, we will remain true to our Core Values – Be Caring, Be Ethical, Be Inspiring, Be Courageous, Be Connected and Be Exceptional. These Values will be our touchstones as we strive, through the power of education, to brighten our community’s future.

Our over-arching goals remain the same – Student Success, Community Success, and Organizational Excellence and Innovation. But our strategies to achieve these goals have been updated with clear objectives to reach by 2020.

Please browse through this document and see what we plan to achieve for our students, our employees and our community over the next five years.

Sincerely,
Dr. Katharine Winograd, CNM President
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<th>2016-2020</th>
<th>Student Success</th>
<th>Community Success</th>
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<td>Transition From College-Owned Technology To Student-Owned Technology</td>
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OBJECTIVES REACHED BY 2020

• Increase the number of degrees and certificates awarded annually to 12,000 in year 2020.

• Increase the number of degrees and certificates awarded to veterans to 920 in year 2020.

• Be first in the nation among community colleges for the number of degrees and certificates awarded to Hispanic and Native American students.

• Increase the percent of First-Time, Full-Time, Degree-Seeking students graduating in 3 years to 24%.

• Increase the number of students participating in international experiences to 33% of all students in 2020.

• In 2020, 90% of students who are available to work obtain jobs related to their major.

STRATEGIES

1. Develop a Student Work Experience Program so that 100% of graduates have a work experience prior to graduating with degree or certificate.

2. Create a Comprehensive Online College to include 10 complete degree or certificate programs.

3. Expand Fast-Track Degree Offerings to include three programs.

4. Increase the percent of First-Time, Full-Time, Degree-Seeking students graduating within 150% of time-to-degree to 24%.
ENSURE LEARNING AND SUPPORT THAT PROMOTES STUDENT PERSISTENCE IN ACHIEVEMENT OF EDUCATION AND TRAINING GOALS.

STRATEGIES CONTINUED

5. Implement Competency-Based Education model to be utilized by 30% of our students.

6. Expand Credit for Prior Learning by 100%.

7. Grow Intersession Offerings by 100%.

8. Expand College & Career High School to 400 students.

9. Develop Global Learning Initiative to serve at least 5,000 students annually.

10. Transition from College-Owned Technology to Student-Owned Technology in at least 25% of degree and certificate offerings.

11. Expand Non-Credit Offerings Through Bootcamps and Academies to serve 1,000 students annually by 2020.

12. Develop Early Childhood Connect Center of Excellence to serve 50 home-based childcare providers.

13. Create a student-centered course schedule which enables students to more effectively and efficiently reach their graduation goals.

14. Expand Dual Credit to serve 8,000 students annually.

15. Incorporate Sustainability Curriculum into 25% of course offerings.

16. Ensure all First-Time, Full-Time, Degree-Seeking students have developed an academic plan.
COMMUNITY SUCCESS

OBJECTIVES BY 2020

• Contribute to strengthening the economy of central New Mexico by supporting 100 new businesses (“new” is defined as less than three years old) annually by 2020.

• Ensure that 100% of graduates have participated in a relevant work experience.

• Partner with business and industry to provide support and workforce training to keep or create 200 jobs in New Mexico in the first year and 1,000 jobs in New Mexico by 2020.

• Improve property values within ¼ mile of our campuses that results in a 50% increase above the overall metro area’s increase.
LEAD AND SUPPORT HIGH VALUE WORKFORCE AND COMMUNITY ENGAGEMENT.

STRATEGIES

1. Develop a Student Work Experience Program so that 100% of graduates have a work experience prior to graduation.

2. Create a Comprehensive Online College to include 10 complete degree or certificate programs.

3. Expand Fast-Track Degree offerings to include three programs.

4. Implement Competency-Based Education model to be utilized by 30% of our students.

5. Expand College & Career High School to serve 400 students.

6. Develop Global Learning Initiative to serve at least 5,000 students annually.

7. Expand non-credit offerings through Bootcamps and Academies to serve at least 1,000 students annually.


10. Create Business Incubator Spaces to support 10 businesses by 2020.
ORGANIZATIONAL EXCELLENCE AND INNOVATION

OBJECTIVES BY 2020

• 100% of job searches will include values-based screenings.
• Employee Satisfaction measure will increase from 71% to 80%.
• Maintain high level of new hires who successfully complete their trial period.
• Keep crime on CNM campuses to below national average.
STRATEGIES

1. Develop a Student Work Experience Program so that 100% of graduates have a work experience prior to graduation.

2. Develop Global Learning Initiative to serve at least 5,000 students annually.

3. Transition from College-Owned Technology to Student-Owned Technology in at least 25% of degree and certificate offerings.

4. Implement Values-Based Personnel Initiatives for the screening of all new hires and to evaluate all faculty and staff.

5. Transform Customer Service Experience so that at least 95% of all calls to the college are answered before going to voicemail, 100% of students seeking advisement are served within 24 hours, 100% of FAFSAs are reviewed within 24 hours, and 100% of those submitting a service ticket receive a response within 24 hours.

6. Articulate and Implement Space Efficiency Initiatives so that the overall space utilization exceeds 66%.

7. Enhance Intellectual Property Initiatives to involve at least 10 faculty and/or staff members.

8. Streamline and Document all processes and procedures, with at least 80% of those processes being automated.
CORE VALUES

BE CARING
CREATE A NURTURING, RESPECTFUL, AND TRUSTING ENVIRONMENT OF GROWTH AND DEVELOPMENT
• Treat others with courtesy and compassion, and respect differences
• Engage in active listening
• Behave in an approachable, responsive, and thoughtful manner
• Nurture positive and diverse relationships

BE ETHICAL
BEHAVE WITH UNWAVERING INTEGRITY
• Operate in a trustworthy, honest, responsible, reliable, and transparent manner
• Hold ourselves and others accountable
• Follow through on commitments and keep promises
• Own mistakes and learn from them
• Safeguard confidentiality and privacy

BE INSPIRING
CREATE OPPORTUNITIES THROUGH ACTIONS THAT BUILD HOPE, ASPIRATION, AND POSITIVE CHANGE
• Visualize the impossible and see it as possible
• Demonstrate positivity and enthusiasm
• Celebrate success
• Encourage others to learn, develop, and grow
• Lead by example; everyone is a leader
CORE VALUES

BE COURAGEOUS
BOLDLY SEEK, FACE, AND ADDRESS CHALLENGES
• Embrace change and drive results
• Take initiative and welcome opportunities
• Create innovative and extraordinary experiences
• Strive to be fearless

BE CONNECTED
ENGAGE AND COLLABORATE WITH EACH OTHER AND OUR COMMUNITIES BY BEING AGILE AND RESPONSIVE
• Collaborate to build partnerships and seize opportunities
• Anticipate and respond with a sense of urgency to stakeholder needs
• Understand and respect how our actions impact others
• Engage in the advancement of the college

BE EXCEPTIONAL
SURPASS EXPECTATIONS IN EVERYTHING WE DO
• Focus relentlessly to improve achievement and learning for all students
• Delight customers by exceeding expectations
• Act as a steward of our organization’s reputation and resources to ensure sustainability
• Pursue excellence with no tolerance for mediocrity
**MISSION:** Be a Leader in Education and Training

**VISION:** Changing Lives, Building Community

**Core Values:** Be Caring, Be Ethical, Be Inspiring, Be Courageous, Be Connected, Be Exceptional - Be CNM.