

GOAL FOUR: Mission Ready

The college is ready and able to fulfill its mission in a user-friendly online and on-campus environment where student and community life thrive.

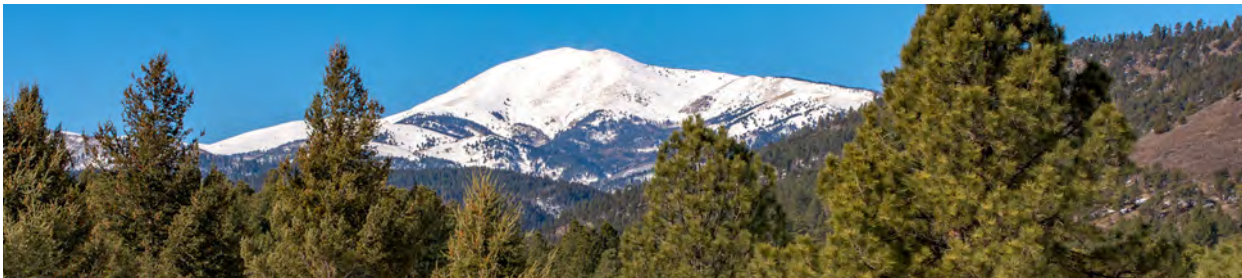
Strategies

1. **Quality presence online and on-campus**
 - a. Prioritize technology and eLearning innovation to support a student-, employer-, and community-ready college.
 - b. Redesign and maintain online and on-campus infrastructures to meet needs of students and community in an engaging, inspiring and approachable manner.
 - c. Establish continuous and sustainable renovation.
 - d. Design and implement campus security measures for campus facilities.
 - e. Incorporate “green” building design and LEED (Leadership in Environmental and Energy Design) construction standards in all future projects.
2. **Sustainable development of additional financial resources**
 - a. Grow out-of-state student enrollments in courses and programs.
 - b. Support legislative efforts to establish statutes that allow school districts to join the college district.
3. **High visibility and strong brand**
 - a. Define the college brand and provide leadership and professional development to align program and service delivery with the brand.
 - b. Create annual marketing plan and framework.
 - c. Publish polished, professional marketing materials that are consistent with the brand.
 - d. Redesign client-friendly web site that pulls businesses in and focuses on student needs.
 - e. Create web site links and inquiry follow-up for individuals and businesses seeking training and staff development solutions.
4. **Community engagement and support**
 - a. Pursue approval from residents of other Lincoln County school districts to join the college district.
 - b. Review viability of local bonds.
 - c. Support statewide initiative for community college tax levy.
 - d. Develop a strong alumni base to support the college’s mission and sustainability.



Possibilities. Elevated.

Strategic Plan 2018-2023



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2018-2023 Strategic Plan assumptions:

- Community college students are workforce; even those who intend to transfer to another institution seek a job or promotion.
- On-target workforce training to business and industry partners will contribute significantly to the workforce economy and, therefore, the ENMU-Ruidoso community.
- Leveraging of resources through formal and informal relationships/partnerships can maximize the success of students and the community.
- Achieving results requires a data-informed culture that utilizes information to inform decision making for leadership, faculty, staff, and community leaders.
- ENMU-Ruidoso, whether in its physical space, at its outreach efforts, or online, invites all constituents to come to the college to make a better life.

GOAL ONE: Student Ready

The college is ready and able to help students make a better life.

Strategies

1. **Clear pathways that build marketable skills and careers**
 - a. Create an onboarding process that is student-focused and reduces time from application to enrollment.
 - b. Guide students to connect their interests to practical career plans.
 - c. Maximize schedule to support student completion.
 - d. Design dual credit offerings to accelerate educational attainment for underprepared students.
2. **Engaging co-curricular and learning activities that promote student success**
 - a. Provide effective tutoring and college-ready resources (e.g., iBest, mentoring).
 - b. Establish a **learning signature** across classrooms and curriculum.
 - c. Provide consistent instructional technologies to support active learning and engagement.
3. **Continuous improvement of the student experience throughout the college**
 - a. Integrate learning across training, credit, and community education.
 - b. Whether face-to-face or online, students experience high caliber instruction.
 - c. Utilize data analysis to remove barriers and inspire innovation.
 - d. Provide professional development opportunities that support serving students.

GOAL TWO: Employer Ready

The college is ready and able to help business and industry strengthen the economic vitality of the region.

Strategies

1. **Primary workforce solutions provider to business and industry**
 - a. Be agile and responsive to fluctuations in employer needs.
 - b. Identify skills, technical proficiencies, and coursework needed through focus groups.
 - c. Implement responsive scheduling (workforce training does not fit an academic schedule).
 - d. Leverage customized training and employee assessment services.
2. **Responsive partnerships with area employers to reduce the skills gap between job seekers and employer needs**
 - a. Use real time economic and labor market data (e.g., Burning Glass) to design robust curriculum to industry specific skills identified in current job descriptions.
 - b. Market the college as a one-stop-shop business and industry solution to the regional economy.
 - c. Cultivate relationships through creation of advisory committees.
 - d. Create 'maker space' to foster innovation and development of new businesses.
3. **Stackable credentials as an onramp from entry-level jobs to credit pathways**
 - a. Offer short and specialized training certificates developed with the goal for completion in two to three months.
 - b. Develop credits for prior experience and/or industry credentials.
 - c. Utilize a skills-to-employment assessment (e.g., WorKeys) that identifies training opportunities and career paths for potential students.

GOAL THREE: Community Ready

The college is ready and able to promote personal growth, lifelong learning, and civic engagement.

Strategies

1. **Proactive outreach that addresses the educational needs of residents in Lincoln County**
 - a. Reach out to underserved populations and rural communities to provide access to higher education and training.
 - b. Build sustainable relationship with Mescalero Apache Tribe recognizing their unique standing in the region and community.
2. **Active partner in supporting a vibrant community life**
 - a. Connect small businesses to agencies and resources.
 - b. Host local civic organizations, regional, and state meetings, community activities, conferences, and conventions.
 - c. Develop service learning, community-based under graduate research, and community service projects.
 - d. Promote the arts and cultural events, supporting creativity and personal expression.
3. **Strong champion for civility and civic engagement**
 - a. Build community engagement through dialogue.
 - b. Provide space for gatherings and trainings that address health and safety of the community.
 - c. Become a partner and/or sponsor of discussions that deal with emerging social issues that confront our residents.