

University of the Southwest
Strategic Plan Action Steps
Approved by the Board of Trustees
September 21, 2017

Goal 1: Student Quality and Campus Climate

FY 2017-2018

- Conduct Student-Athlete Welfare Program Seminar Series
- Continue student success program-CASTLE
- Continue to consolidate and refine a comprehensive institution wide assessment plan
- Continue to develop retention efforts and recruitment opportunities by building on-campus and online relationships with students
- Host the 2018 RRAC Outdoor Track & Field Championship in Hobbs, NM in April [pending approval from NMJC]
- Implement a plan that targets the retention of first-time freshmen
- Implement cheerleading and competitive dance intercollegiate sport programs by August 1
- Launch Advance On-line Mustang Merchandise Store
- Launch new Athletic Department Website (SIDEARM)
- Maintain and Enhance Student-Athlete Community Engagement & Servant Leadership Program Initiatives
- Partner with local businesses for scholarships/fundraising efforts [ongoing]
- Renew Under Armour Apparel Contract Agreement for USW Athletics
- Seek partnership with CORE Facility regarding USW student employment opportunities
- Strengthen campus communication through shared governance by joining faculty and staff in planning and decision-making processes while keeping in line with administrative accountability policies and procedures

FY 2018-2019

- Conduct Student-Athlete Welfare Program Seminar Series
- Continue student success program-CASTLE (based on available resources)
- Continue to consolidate and refine a comprehensive institution wide assessment plan
- Continue to develop retention efforts with emphasis on the retention of first-time freshmen
- Enact NAIA Official Declaration of Intent for Competitive Dance as an intercollegiate sport
- Maintain and Enhance Student-Athlete Community Engagement & Servant Leadership Program Initiatives
- Strengthen campus communication through shared governance by joining faculty and staff in planning and decision-making processes while keeping in line with administrative accountability policies and procedures

FY 2019-2020

- Conduct Student-Athlete Welfare Program Seminar Series
- Continue to consolidate and refine a comprehensive institution wide assessment plan
- Continue to develop retention efforts by building on previously successful strategies and replacing unsuccessful strategies
- Implement men's and women's swimming & diving intercollegiate sport programs by August 1 (pending the timeline for the opening of the Quality of Life Initiative Health, Wellness and Recreational Facility and institutional approval)
- Maintain and Enhance Student-Athlete Community Engagement & Servant Leadership Program Initiatives

- Strengthen campus communication through shared governance by joining faculty and staff in planning and decision-making processes while keeping in line with administrative accountability policies and procedures

Goal 2: Academic Distinction

FY 2017-2018

- Complete analysis of School of Arts & Sciences programming to determine necessary changes to program offerings
- Continue Council for Accreditation of Counseling and Related Educational Programs [CACREP] accreditation
- Continue course assessment development for Core courses-HLC
- Continue evaluation of academic programs based upon financial and non-financial criteria
- Develop local internships for students with corporations/organizations
- Explore Doctor of Education [Ed.D.] in Educational Administration
- Maintain a focus on the University mission in all curriculum development
- Update articulation agreements with community/junior college partners

FY 2018-2019

- Continue course assessment development for Core courses-HLC
- Continue evaluation of academic programs based upon financial and non-financial criteria
- Maintain a focus on the University mission in all curriculum development
- Pursue Accreditation Council for Business Schools and Programs [ACBSP] accreditation for School of Business
- Update articulation agreements with community/junior college partners

FY 2019-2020

- Continue evaluation of academic programs based upon financial and non-financial criteria
- Maintain a focus on the University mission in all curriculum development

Goal 3: Personnel Considerations

FY 2017-2018

- Add full-time assistant athletic trainer position
- Add full-time assistant baseball coach
- Designate 1 athletic department graduate assistant position for Sports Information & Media Relations Department
- Designate 1 athletic department graduate assistant position for strength & conditioning department

FY 2018-2019

- Add full-time assistant men's basketball coach (pending budget approval)
- Add full-time assistant men's soccer coach (pending budget approval)
- Add head men's and women's swimming & diving coach by August 1 (pending the timeline for the opening of the Quality of Life Initiative Health, Wellness and Recreational Facility and institutional approval)
- Add 2 athletic department graduate assistants to be assigned

FY 2019-2020

- Add Athletic Compliance Coordinator by June 1
- Add 2 athletic department graduate assistant positions

Goal 4: Marketing

FY 2017-2018

- Conduct an engaged interactive corporate sponsorship program

- Continue ongoing solicitation efforts to enhance donor support
- Continue Speakers Bureau Marketing Outreach Efforts
- Host Free Enterprise Dinner gala fundraising event at the Lea County Event Center
- Implement student-athlete roster management goals (368 minimum]
- Ongoing evaluation of institutional tuition discount grid
- Pursue enrollment goals:

Cumulative FFTE	1938
Cumulative FFTE-UG	946
Cumulative FFTE-G	992
Resident Students	235

FY 2018-2019

- Conduct an engaged interactive corporate sponsorship program
- Conduct an institutional annual volunteer fund drive (pending board approval)
- Continue ongoing solicitation efforts to enhance donor support
- Continue Speakers Bureau Marketing Outreach Efforts
- Host Free Enterprise Dinner gala fundraising event at the Lea County Event Center
- Implement student-athlete roster management goals (TBD)
- Launch the USW On-Line Giving Day Event (pending available funding)
- Launch the USW On-Line Giving Program (pending available funding)
- Ongoing evaluation of institutional tuition discount grid
- Pursue enrollment goals:

Cumulative FFTE	1962
Cumulative FFTE-UG	946
Cumulative FFTE-G	1016
Resident Students	235

FY 2019-2020

- Conduct an engaged interactive corporate sponsorship program
- Conduct an institutional annual volunteer fund drive (pending board approval)
- Conduct the USW On-Line Giving Day Event (pending available funding)
- Conduct the USW On-Line Giving Program (pending available funding)
- Continue ongoing solicitation efforts to enhance donor support
- Continue Speakers Bureau Marketing Outreach Efforts
- Host Free Enterprise Dinner Gala fundraising event at the Lea County Event Center
- Implement a USW golf tournament fundraising event at Rockwind Community Links (pending board approval)
- Implement an athletic Alumni Chapters Program with Appointed Region Zone Chairs
- Implement student-athlete roster management goals (TBD)
- Ongoing evaluation of institutional tuition discount
- Pursue enrollment goals:

Cumulative FFTE	1906
Cumulative FFTE-UG	908
Cumulative FFTE-G	998
Resident Students	235

Goal 5: Facilities and Equipment

FY 2017-2018

- Add replacement vehicle for physical plant
- Begin apartment renovation program for five units
- Begin HVC update/replacement program for Joan Tucker Center for Business and Free Enterprise Education
- Finalize the USW / BGR Campus Master Plan Design Project
- Maintain & enhance the All-American Throws Facility
- Maintain & enhance the Bob Moran Soccer Field (Complete Phase II)
- Maintain & enhance the Jake Williams Baseball Field / complete indoor practice facility

- Purchase exercise physiology equipment for the student life center weight room
- Renovate the Mabee Physical Fitness Building for the Cheer & Competitive Dance Programs
- Seek funding for multi-purpose artificial turf field (pending institutional approval): ongoing
- Solicit/cultivate support for capital and enhancement projects: ongoing

FY 2018-2019

- Continue apartment renovation program for five units
- Begin building renovation program
- Continue HVC update/replacement program
- Explore Partnership with the City of Hobbs and the Hobbs School District regarding a new tennis complex for USW men's and women's tennis intercollegiate sport programs
- Maintain & enhance the All American Throws Facility
- Maintain & enhance the Bob Moran Soccer Field
- Maintain & enhance the Jake Williams Baseball Field
- Maintain & enhance student life center weight room
- Maintain the Mabee Physical Fitness Building for the Cheer & Competitive Dance Program
- Purchase exercise physiology equipment for the student life center weight room
- Renovate Joan Tucker Center for Business and Free Enterprise Education
- Renovate server room
- Replace residence hall flooring
- Replace Webber roof (\$40,000 estimate)
- Seek funding for multi-purpose artificial turf field (pending approval): Ongoing
- Solicit/cultivate support for capital and enhancement projects: ongoing

FY 2019-2020

- Maintain & enhance the all American throws facility
- Maintain & enhance the Bob Moran Soccer Field
- Maintain & enhance the Jake Williams Baseball Field
- Maintain & enhance the student life center weight room
- Maintain the Mabee Physical Fitness Building for the Cheer & Competitive Dance Program
- Purchase exercise physiology equipment for the student life center weight room
- Seek funding for multi-purpose artificial turf field (pending approval): ongoing
- Solicit/cultivate support for capital and enhancement projects: ongoing

Goal 6: Finances

FY 2017-2018

- Develop and implement a balanced operating budget with the support and input from all related stakeholders, (Presidents Cabinet), and by providing each with a timeline and guidelines for input to align it, (the budget), with their department's strategic plan/needs assessment
- Implement policies and procedures in an effort to support our staff and to comply with board policy, auditors, federal, state and local law and to protect the University of the Southwest from potential legal liability
 - Maintain Federal Title IV compliance by updating financial aid policies and procedures based on Best Practices from the Department of Education
 - Maintain New Mexico Higher Education Department (NMHED) compliance by updating financial aid policies and procedures based on communications and directives from NMHED
 - Improve default rates for student loans by a continued partnership with the New Mexico Student Loan Default team and by improving communication to students concerning loan repayment upon exiting the University of the Southwest
- Implement use of technology to effectively track prospective student status from the point of prospect, inquiry, application, and registration

- Manage cash flow in an effort to insure all financial obligations are met timely and to insure the University can sustain normal operations over a complete one year budget cycle, and also to safeguard a respectable fund balance, (industry standards)
- Partner with local businesses for scholarships/fundraising efforts [ongoing]
- Review and recommend to the board, revenue generating resources to include; tuition, fees, retail sales, room and board rates for 2018-2019 based on current industry trends and proven reliable data
- Review base tuition and consider incentives for increasing graduation rates

FY 2018-2019

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- Partner with local businesses for scholarships/fundraising efforts [ongoing]
- Review and recommend to the board, revenue generating resources to include; tuition, fees, retail sales, room and board rates for 2019-2020 based on current industry trends and proven reliable data

FY 2019-2020

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- Partner with local businesses for scholarships/fundraising efforts [ongoing]

- Review and recommend to the board, revenue generating resources to include; tuition, fees, retail sales, room and board rates for 2020-2021 based on current industry trends and proven reliable data