

Draft Strategic Plan (Revised 04/15/09)

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Draft Vision Statement:

New Mexico Highlands University, Northern New Mexico's university, provides a learning environment that promotes empowerment, transformation, and global understanding.

Draft Mission Statement:

New Mexico Highlands University is dedicated to advancing knowledge while integrating education, research, public service, technology, sustainability, and economic development to achieve student success. Building upon our unique Northern New Mexico cultures, we foster a multicultural learning environment while promoting community and individual well being.

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Goals and Objectives

Strategic Goal I: To advance knowledge and promote student success

Objective I.A: Through advancing knowledge in the liberal arts, sciences, and professions via research activity in conjunction with educational opportunities.

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Action Steps:

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- I.A.1 Maintain individual program accreditation.
- I.A.2 Encourage and support faculty in their efforts to disseminate and apply the results of research and scholarship in the academic and practice communities.
- I.A.3 Document and report student and faculty regional, national, and international presentations and publications.
- I.A.4 Recruit and retain faculty and staff with demonstrated competencies for high productivity and outstanding performance.
- I.A.5 Provide leadership development opportunities for academic and administrative leaders.
- I.A.6 Provide professional development opportunities for faculty.
- I.A.7 Increase institutional support for grant writing and research activities.
- I.A.8 Target areas for research that build on existing or potential strengths and represent emerging areas for future funding opportunities.

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- I.A.9 Establish an appropriate level of investment of internal funds in research that results in increasing levels of externally sponsored research.
- I.A.10 Develop intellectual alliances within the University and with partners outside the institution to expand capacity and productivity.
- I.A.11 Increase internal funding for student research.
- I.A.12 Expand on HIS funding opportunities.
- I.A.13 Continue with the University's strong support of the state-funded RPSP programs.

Objective I.B: By maintaining and building rigorous academic programs, effective student and faculty support services, and external support.

Action Steps:

- I.B.1 Conduct regularly scheduled alumni satisfaction surveys.
- I.B.2 Conduct regular assessments of student needs and student satisfaction.
- I.B.3 Provide training and professional development opportunities that increase skill levels, competencies and productivity of staff.
- I.B.4 Provide accessible mental health services for students.
- I.B.5 Include job-relevant education and advisement in programs as appropriate.
- I.B.6 Provide advisement regarding additional levels and areas of education.
- I.B.7 Provide career placement services for NMHU graduates.
- I.B.8 Develop and fund a Center for Teaching Excellence.
- I.B.9 Continue regularly scheduled academic outcomes assessment and undergraduate/graduate program review.
- I.B.10 Integrate the results of assessment into the learning environment to promote improvement in the curriculum and instructional delivery systems.
- I.B.11 Improve academic persistence rates.
- I.B.12 Develop and offer academic programs that support the mission and meet the demonstrated needs.
- I.B.13 Define and clarify learning goals and/or competencies that NMHU graduate should possess.

Objective I.C: By providing the resources and technology to meet student and program needs and expand enrollment.

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- I.D.1 Provide the resources to ITS and EOS that will enable them to keep NMHU current in its utilization of educational technology.
- I.D.2 Upgrade all classrooms to accommodate the latest technological advances in instructional delivery.
- I.D.3 Construct a new student center that will be conducive to student participation in campus activities.
- I.D.4 Provide computer access to all students and faculty.
- I.D.5 Provide appropriate training for faculty and students in the use of technology to support high quality instruction and scholarship.
- I.D.6 Provide support services for the use of technology to support high quality instruction and administration with an emphasis on easy access to this resource as appropriate.

Objective I.E: By providing an accessible education to the region's underserved populations.

Action Steps:

- I.E.1 Continue the University's policy of providing an affordable college education.
- I.E.2 Reach out to area high schools and offer a variety of courses for dual credit students.
- I.E.3 Continue to improve the college preparatory courses available to underprepared freshmen.
- I.E.4 Provide the leadership required for a seamless system of education for Northern New Mexico.
- I.E.5 Collaborate with area schools/districts to establish teacher preparation and improvement programs as well as leadership development training for school administrators.
- I.E.6 Develop strategies for personnel at the Centers to facilitate the transfer of students from the Centers or from the communities to the main campus.
- I.E.7 Expand the current STEM initiatives.
- I.E.8 Document the number and geographic source of enrollment inquiries.
- I.E.9 Provide the needed student support services to off-campus sites.
- I.E.10 Expand educational outreach services by providing increased capacity for distance education.

Objective I.F Through the implementation of effective student retention programs.

- I.F.1 Re-establish a retention committee comprised of faculty, students, and staff to review data and identify opportunities

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- I.F.2 for improving retention rates. Is this different from the suggested enrollment management committee?
Early alert: Four weeks into each semester, faculty flag students who have multiple absences or who are having academic problems.
- I.F.3 Enrollment success cohort: Identify, monitor, and provide aggressive academic advisement for high risk freshmen who show deficiencies in both math and English.
- I.F.4 Build a Bridge Workshops: A mandatory workshop for students who fail to achieve satisfactory academic progress (SAP). This workshop focuses on SAP criteria.
- I.F.5 Free tutoring in areas of greatest need, particularly in math and English.

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Strategic Goal II: To promote a respectful and stimulating living and learning environment

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Objective II.A By maintaining an environment at NMHU that fosters integrity, respect, tolerance, inclusion, and fairness.

Action Steps:

- II.A.1 Maintain and expand the Heritage Spanish Program, the Social Work Bilingual Program, the Education Bilingual Program, and the Navajo language courses.
- II.A.2 Increase the involvement of the international students across the campus and in the community.
- II.A.3 Expand EOS operations to include the Dine colleges and the other Native American tribes/agencies.
- II.A.4 Review personnel policies to ensure that they promote equitable treatment to all NMHU employees.
- II.A.5 Review all existing handbooks to determine that they contain language that establishes appropriate procedures to ensure integrity and fairness.

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Objective II.B By creating a safe and secure work and learning environment.

Action Steps:

- II.B.1 Annually update campus safety procedures.
- II.B.2 Annually review and implement campus climate measures.
- II.B.3 Provide continued campus police officer training.
- II.B.4 Maintain NMHU cyberspace security.

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- II.B.5 Establish, maintain, and update all laboratory and studio safety procedures.
- II.B.6 Establish a central clearinghouse for all security/safety related procedures.
- II.B.7 Fully integrate people with disabilities into the intellectual and social life of the campus community, including compliance with the requirements of the Americans with Disabilities Act.
- II.B.8 Welcome returning military veterans to our academic community.
- II.B.9 Explore the availability of resources to provide adequate housing for faculty in Las Vegas.
- II.B.10 Ensure full and timely availability and accessibility of faculty for counseling of students.

Strategic Goal III: To promote the social, cultural, economic, and environmental sustainability of the of the region

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Objective III.A Through sustainable social and cultural development in collaboration with public and private agencies in Northern New Mexico.

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- III.A.1 Expand NMHU partnerships based on local, regional, and state needs.
- III.A.2 Secure funding from HUD to establish a community learning center in collaboration with our community partners, the United World College, and Luna Community College.
- III.A.3 Establish additional internships at local businesses, social service agencies, and the public schools.
- III.A.4 Establish a procedure for helping local businesses with their financial/marketing planning.
- III.A.5 Increase the number of collaborative initiatives with the United World College, Luna Community College, our community partners, and local and regional educational institutions.

III.A.6 Establish avenues for alumni and community leaders to be involved in the university through service on boards, speaking engagements, and mentor programs.

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II.A.7 Establish more service learning opportunities by integrating community-based learning into programmatic goals and objectives.

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Objective III.B

By becoming an intellectual and physical hub of community and regional activity directed toward sustainable economic and environmental advancement.

Action Steps:

- III.B.1 Inventory and assess activities between campus units and communities that contribute to regional advancement to determine their current effectiveness.
- III.B.2 Promote the campus as a central place of the community's engagement in social, economic, and cultural development.
- III.B.3 Assign responsibility to an existing unit or create a campus center to advance partnership development and to serve as a clearinghouse for requests for university services.
- III.B.4 Promote effective communication between the Las Vegas community and the University community regarding public events.

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Objective III.C

Through an integrated educational approach that encourages educational achievement throughout the educational system.

Action Steps:

- III.C.1 Continue to develop and deliver academic programs and services, professional development opportunities, and awareness of these programs in the communities being served.
- III.C.2 Create a plan for effective lobbying at the state and federal level.
- III.C.3 Nurture working relationships with local school districts, community colleges, business entities, and governmental agencies in Northern New Mexico to maximize the use of existing resources to deliver quality education services to the maximum number of residents.

Need to ask School of Education for suggestions for action steps.

List of Abbreviations

- STEM Science, Technology, Engineering, Math
- ITS Information Techology Services
- EOS Educational Outreach Services
- HSI Hispanic Serving Institution
- HUD US Department of Housing and Urban Development

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- RPSP Research & Public Service Projects

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