



NEW MEXICO  
**HIGHLANDS**  
UNIVERSITY®

# Five-Year Strategic Plan

Approved by the NMHU Board of Regents  
October 28, 2009



# **New Mexico Highlands University**

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### **Vision Statement**

New Mexico Highlands University will provide an inspiring multicultural learning environment that promotes excellence, empowerment, transformation, and global understanding.

### **Mission**

Education through teaching, research, and service

### **Core Values**

- Advancement of knowledge
- Student success
- A diversity of ideas
- Accessible education
- Community
- Individual well-being
- Sustainable practices
- Multiculturalism

### **Goals and Objectives**

**Strategic Goal I: Advance knowledge and promote student success.**

**Objective I.A**            Maintain and build rigorous academic programs as well as effective student and faculty member support services.

Action Steps:

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

Objective I.B Advance knowledge in the liberal arts, sciences, and professions via research activity in conjunction with educational opportunities.

Action Steps:

- I.B.1 Maintain individual program accreditation.
- I.B.2 Encourage and support faculty members in their efforts to disseminate and apply the results of research and scholarship in the academic and practice communities.
- I.B.3 Document and report student and faculty regional, national, and international presentations and publications.
- I.B.4 Recruit and retain faculty members and staff members with demonstrated competencies for high productivity and outstanding performance.
- I.B.5 Provide leadership development opportunities for academic and administrative leaders.
- I.B.6 Provide professional development opportunities for faculty members.
- I.B.7 Increase institutional support for grant writing and research activities.

- I.B.8 Target areas for research that build on existing or potential strengths and represent emerging areas for future funding opportunities.
- I.B.9 Establish an appropriate level of investment of internal funds in research that results in increasing levels of externally sponsored research.
- I.B.10 Develop intellectual alliances within the University and with partners outside the Institution to expand capacity and productivity.
- I.B.11 Increase internal funding for student research.
- I.B.12 Expand on HSI funding opportunities.
- I.B.13 Continue with the University's strong support of the state-funded RPSP programs.

Objective I.C In keeping with the recommendations of the Assessment Academy, we identify four key traits to be cultivated in our students. We will advance critical thinking skills, mastery of content areas, effective communication, and the effective use of technology.

Action Steps:

- I.C.1 Provide appropriate training for faculty and students in the use of technology to support high-quality instruction and scholarship.
- I.C.2 Provide support services for the use of technology to support high-quality instruction and administration with an emphasis on easy access to this resource.
- I.C.3 Include the four traits as well as the method of assessment in class syllabi.
- I.C.4 Annually summarize trait attainment by program and across the University.

Objective I.D Continue regularly scheduled undergraduate/graduate program review and utilize the results to promote improvement of the curriculum and instructional delivery systems.

Action Steps:

- I.D.1 Align the undergraduate and graduate program review process.
- I.D.2 Establish timeline for the review, analysis, and final report of the program reviews.
- I.D.3 Post program review final reports on the NMHU Website.

Objective I.E Promote civic engagement through placing students in applied settings.

Action Steps:

- 1.E.1 Maximize the use of regional resources for clinical, practicum, and internship assignments.
- 1.E.2 Create a service-learning office.

Objective I.F Provide the resources and technology to meet student and program needs.

Action Steps:

- I.F.1 Provide the resources to ITS and EOS that will enable them to keep NMHU current in its utilization of educational technology.
- I.F.2 Upgrade all classrooms to accommodate the latest technological advances in instructional delivery.
- I.F.3 Construct a new student center that will be conducive to student participation in campus activities.
- I.F.4 Provide computer access to all students and faculty members.

Objective I.G Provide an accessible education to the region's populations.

Action Steps:

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

I.G.11 Expand EOS operations to include the Dine colleges and the other Native American tribes/agencies.

Objective I.H Implement effective student retention programs.

Action Steps:

- I.H.1 Re-establish a retention committee composed of faculty, students, and staff to review data and identify opportunities for improving retention rates.
- I.H.2 Early alert: Four weeks into each semester, faculty flag students who have multiple absences or who are having academic problems.
- I.H.3 Enrollment success cohort: Identify, monitor, and provide aggressive academic advisement for high-risk freshmen who show deficiencies in both math and English.
- I.H.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.H.5 Free tutoring in areas of greatest need, particularly in math and English.

Strategic Goal II: Promote a respectful and stimulating living and learning environment.

Objective II.A Maintain 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, the Navajo language courses, Native-American/Hispano Studies, and Women's Studies.
- II.A.2 Increase the involvement of the international students across the campus and in the community.
- II.A.3 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.

Objective II.B Create 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.
- 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, which includes compliance with the requirements of the Americans with Disabilities Act.
- II.B.8 Welcome returning military veterans to our academic community.
- II.B.9 Increase the availability of resources to provide adequate housing for faculty members in Las Vegas.
- II.B.10 Ensure full and timely availability and accessibility of faculty members for counseling of students.

Objective II.C Enhance the quality of campus life.

Action Steps:

- II.C.1 Open a coffee bar/convenience store (e.g., in the green house) near the residence halls.
- II.C.2 Allow students the opportunity to make suggestions regarding the food service.
- II.C.3 Increase support for campus clubs and organizations.

Objective II.D Create a pedestrian-friendly campus and facilitate cross campus activities.

Action Steps:

- II.D.1 Provide outdoor furniture for the campus parks.
- II.D.2 Establish cross campus instructional venues.
- II.D.3 Acquire available property adjacent to the campus.

Objective II.E Align and coordinate the Strategic p\Plan with the University Master Plan.

Action Steps:

- II.E.1 Coordinate the University Master Plan with the City Master Plan.

## Strategic Goal III: Promote the educational, social, cultural, and economic advancement as well as the environmental sustainability of the region.

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

### Action Steps:

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

Objective III.B      Become 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 and develop 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 Facilitate effective communication between the Las Vegas community and the University community regarding public events.

Objective III.C Establish 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 the University serves.
- 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.

## Strategic Goal IV: Develop effective and efficient academic and administrative processes, systems, and structures that support continuous improvement.

Objective IV.A Implement a process of continuous academic and administrative improvement to attain the highest possible level of performance, program delivery, and productivity from University personnel.

Action Steps:

- IV.A.1 Identify a process for implementing a comprehensive systems analysis for each unit.
- IV.A.2 Ensure that the recommendations for systems improvement are implemented.

Objective IV.B Achieve maximum cost efficiencies in administrative and academic processes, systems, and structures.

Action Steps:

- IV.B.1 Establish a formal procedure for a university-wide determination of cost efficiency.
- IV.B.2 Establish an internal audit.

Objective IV.C Maintain an adequate financial and infrastructure resource base that will sustain and expand critical educational successes.

## Strategic Goal V: Enhance the University’s reputation and external support.

Objective V.A Develop a marketing and public relations program to emphasize the University’s quality programs, affordability, diversity, and student success.

### Action Steps:

- V.A.1 Develop an online marketing program specific to targeted audiences.
- V.A.2 Improve the use of social media to enhance University outreach.
- V.A.3 Promote the positive accomplishments of faculty members, students, and staff through press releases and media contacts.

Objective V.B Work with the NMHU Foundation and Alumni Association to more effectively communicate with alumni and other constituent groups and to establish a more comprehensive fund raising program.

### Action Steps:

- V.B.1 Increase ability to communicate by systematically reviewing, purging, and updating alumni records including current phone numbers, mailing addresses, and e-mail addresses.
- V.B.2 Establish and prepare regularly scheduled announcements on the Web-based Regroup system for alumni communication including general announcements, class announcements, and alumni chapter announcements.
- V.B.3 Develop and implement a publication schedule for the alumni magazine.
- V.B.4 Develop and implement a regularly schedule alumni e-zine.
- V.B.5 Review and regularly update Web pages and separate Foundation pages from alumni pages.
- V.B.6 Establish alumni chapters in geographical locals and hold at least three events or meetings annually for each chapter.

- V.B.7 Publish a regularly scheduled blog on alumni and Foundation news and issues.
- V.B.8 Establish and appoint a Foundation Fund Raising Committee to establish annual goals and oversee fundraising activities.
- V.B.9 Reestablish mailed annual fund drive.
- V.B.10 Reestablish annual phone-a-thon and use students as phone agents.
- V.B.11 Establish donor levels for contributions to the Foundation and recognize donors on the Web site.
- V.B.12 Establish President's Circle for significant donors and institute regular meetings.
- V.B.13 Establish, promote, and maintain an employee payroll deduction campaign for the foundation.

Objective V.C Increase participation in grant and contract activity and funding from governmental, corporate, and foundation sources.

Action Steps:

- V.C.1 Increase our efforts to obtain governmental contracts.
- V.C.2 Identify grant writing as an important component in each faculty member's professional development plan.
- V.C.3 Increase the number of grant proposals submitted in collaboration with the community.

Objective V.D Continue improving governmental relations at the state level and establish a more organized effort at the federal level.

Action Steps:

- V.D.1 Increase efforts to attend governmental meetings and host legislative interim committees.
- V.D.2 Meet regularly with the legislative delegation.
- V.D.3 Develop a plan to seek and attract additional federal funding for University projects.

**Strategic Goal VI: Increase student enrollment by 3% per year over the next five years.**

Objective VI.A. Establish specific enrollment goals for the main campus and the centers.

Action Steps:

- VI.A.1 Target enrollment increases on main campus to match carrying capacity.
- VI.A.2 Determine future infrastructure needs to meet enrollment increases at the centers.
- VI.A.3 Create an enrollment management program committee.

Objective VI.B Target scholarships to meet student needs and support enrollment goals.

Action Steps:

- VI.B.1 Evaluate the effectiveness of existing scholarships.
- VI.B.2 Establish scholarships for transfer students, upper division students, and graduate students.

Objective VI.C Establish an Honors Program in order to attract outstanding student scholars.