



FORGING OUR FUTURE

Vision: Forging a better world through discovery and education
Office of the Dean, College of Arts & Sciences

FORGING OUR FUTURE

Preamble:

In moving forward into the next decade, the College of Arts & Sciences commits itself to an ambitious program: sustaining the qualities that have served it well, while adapting to current challenges and preparing ourselves to grasp new opportunities. "Forging Our Future," capitalizes on the development of the University's Mission and the Vision statements, documents created through extensive intramural collaboration. This Strategic Plan frames our future in three key initiatives:

- Create a distinctive reputation for intellectual and academic pursuits
- Develop a College of Arts & Sciences known for student access and academic achievement
- Build with the region.

In a subsequent edition of the College strategic plan we need an evolving statement of "who we want to be," designed around an expanded treatise on academic direction for the whole College, and an emphasis on what we aim to "achieve" with statements on "what to do" are intentionally left to units, departments, partners and other stakeholders as they continue to work toward our collective vision. To some extent this is a "bridging" document meant to carry the College to the next comprehensive integrated effort in strategic planning.

This strategy depends upon faculty creativity, development and innovation to create and continue to deliver high quality academic programs. The College will engender a culture that takes pride in the intellectual achievement and pedagogy of our faculty by investing in the faculty and supporting the development and continuous improvement of individual faculty members. Forging Our Future supports the recruitment and retention of a high-quality, diverse faculty, while encouraging entrepreneurial initiative in strategic research, scholarship, and creative activities and in developing academic programs. Forging Our Future provides for the necessary infrastructure - informational, technological, human, and material - to enable that support. Forging Our Future seeks to cultivate an academic culture that acknowledges, supports and rewards entrepreneurial innovation within a cross-disciplinary context, helping to nurture influential discipline-based role-models, curricular and co-curricular activities, and champions for institutional change.

The College's organizational structures should reflect its high level of expectations for effectiveness, efficiency, productivity, accountability, and quality. As The College of Arts & Sciences becomes increasingly larger and more complex, greater autonomy for decision making and innovation at the college level is imperative. Organizational effectiveness is also realized in the quality of its staff and their commitment to the highest level of delivery of services to students and faculty. Investment in its human resources, particularly in the professional growth and achievement of staff, is essential to achieve excellence of operations and to fulfill the University's mission as a learning organization.

Providing high quality academic programs for a diverse student body is central to planning

for the future development of the College of Arts & Sciences. This Plan identifies programmatic initiatives consonant with the University's mission, offers a framework and direction to colleges for program development during the next decade, and establishes criteria for investing in its offerings.

These academic priorities honor the University's traditional core commitment to liberal arts, complemented by professional programs in service to the region - at the undergraduate and graduate levels - while simultaneously employing an entrepreneurial and technological approach to program development. The vision of The College of Arts & Sciences as a locally and globally engaged institute recognizes the importance of developing academic programs that affect the future of the Northern New Mexico.

Underlying its commitment to demonstrating the highest level of academic quality, the College of Arts & Sciences will continue to seek accreditation and re-accreditation by national professional accrediting agencies. Further, the establishment of academic priorities recognizes the College of Arts & Sciences as a learning organization, one that is dynamic and responsive to its internal and external environment.

The College of Arts & Sciences is committed to serving a growing freshman class, continuing to serve transfer students, and expanding service to out-of-state and international students. In recognition of student demographics, the percentage of college eligible students in the region and a large percentage of first generation students, the College of Arts & Sciences will create partnerships with schools and provide services designed to encourage college preparation and facilitate college entrance.

The College of Arts & Sciences prides itself on a comprehensive and integrated approach to providing high quality support services for student success. While we will continue our commitment for strong support for retention programs, we will direct renewed energy to raising the overall level of academic engagement in high value student support programs.

NMHU is the preeminent educational value in Northern New Mexico. Let us forge our future!

Across the nation every higher education institute faces a stark choice: shift resources among innovative programs to realize strategic goals or run the risk that the market will do it for them. Which would the CAS prefer?

NMHU Strategic Goals:

SG1. New Mexico Highlands University will achieve academic excellence, academic integration and student success.

SG2. New Mexico Highlands University will achieve enrollment management.

SG3. New Mexico Highlands University will achieve a vibrant campus life.

SG4. New Mexico Highlands University will be a community partner.

SG5. New Mexico Highlands University will achieve technological advancement and innovation.

SG6. New Mexico Highlands University will achieve enhanced communication and efficiency.

The commitment of Dean's Office, College of Arts and Sciences to excellence in teaching is reflected in the College's efforts to provide quality education in a supportive environment. Students enjoy frequent direct contact with faculty, and have increased opportunities for experiential learning and involvement in faculty research. Individual faculty members are recognized internally and externally for excellence in teaching at all levels. Institutional support for instructional development has been strengthened, and programs have been put in place to allow faculty champions to develop and disseminate innovative pedagogical approaches.

Changes have been made to existing programs that lay the groundwork for further innovations in curricula and potential new program development. We have been successful in maintaining an environment where faculty and students are closely engaged with one another in the process of learning, both inside and outside the classroom. We need to ensure that we continue this engagement, and be open to new opportunities to enhance faculty-student interaction. Teaching and research are complementary, and we take pride in its commitment and ability to integrate the two. The College community must continue to develop innovative approaches to this on-going challenge.

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A. Enhancing Education and Learning Reputation through Excellence.

The commitment of Dean's Office, College of Arts and Sciences to excellence in teaching is reflected in the College's efforts to provide quality education in a supportive environment. Students enjoy frequent direct contact with faculty, and have increased opportunities for experiential learning and involvement in faculty research. Individual faculty members are recognized internally and externally for excellence in teaching at all levels. Institutional support for instructional development has been strengthened, and programs have been put in place to allow faculty champions to develop and disseminate innovative pedagogical approaches.

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NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1, SG2, SG5	Assess, develop and deploy capabilities-aligned innovative offerings to increase collaborative, multidisciplinary and multi-institutional programs; Determine where the resources will bring the most value, how much resources to redistribute.	Market survey, & white space analysis, e.g. computational science, sustainability, etc. Roll-out graduate level offerings including certificates (face-to-face and online); Create an analytical foundation on which to build a strong case for resource shifts; Create a baseline scenario based on objective data, looking at a program performance, track record carrying that forward for	Annual report on high value opportunities; Graduate enrollment in new offerings (in-state and out-of-state); Analytical foundation developed; Programs assessed for resource-reallocation.	CAS Steering Committee & Dean's office	Immediate and ongoing

		several years to develop a "momentum" case.			
SG1,SG2	Enhance subject-level reputation and recognition of the College's offerings	Promotion of scholarship and enhanced social media presence	applicant inquiry tracking & web presence	CAS Steering Committee & Dean's office	Immediate and ongoing
SG1, SG2	Achieve/expand academic program certification, accreditation or validation, e.g., ABET for CS;	Deployment of resources necessary to accreditation	No. accredited programs	CAS Dept. Chairs & Dean's office	Annual
SG1, SG5	Provide opportunities for, and encourage the participation of faculty in, professional development activities focused on enhancing skills	Availability and/or provision of workshops, e.g. data science	Numbers workshops & participants	CAS Dept. Chairs & Dean's office	Annual
SG, SG3	Enhance faculty-student interaction, foster student engagement, and promote a culture of inquiry / experiential learning opportunities	Experiential learning opportunities	Report out the number of experiential learning opportunities (courses, joint presentations, papers, etc.)	CAS Dept. Chairs & Dean's office	Annual
SG1, SG2	Enhance high impact practices engaging first year opportunities with a view to better engaging and retaining students.	Increase numbers of learning communities & high impact practices	Surveyed no. students expressing engagement /satisfaction in Learning Communities & high impact practices	CAS Dept. Chairs & Dean's office	Semi-annually
SG2, SG3	Graduate studies international recruitment	In strategic core competencies deploy graduate studies international	No. of international graduate enrollments and graduates	CAS Dept. Chairs & Dean's office in collaboration with Office of SEM	Annual

		recruitment			
SG1, SG3	Innovate on-line asynchronous, blended, and hybrid course and entire program offerings.	Identify and facilitate rapid roll-out offerings	No. of corresponding offerings	CAS Dept. Chairs & Dean's office	Annual & ongoing
NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1	Advocate for a rigorous program review protocol	Develop draft substantive protocol with performance metrics	Adoption	CAS Dept. Chairs & Dean's office	Spring 2017
SG1	Enhance employability of CAS graduates	Embed employability features (mentor opportunities; career planning opportunities; placements, internships, coops, etc.) in offerings/ Composite employability index;	Composite employability index;	Dept. Chairs & Dean's office	Annual
SG1	Enhance program-level satisfaction of CAS student	Deploy a granular survey instrument	Composite satisfaction index;	Dept. Chairs & Dean's office	Immediate and ongoing
SG2	Student credit hour capacity assessment	Conduct a student credit hour capacity assessment; cascade strategic enrollments to the unit level.	development of model	CAS Dept. Chairs & Dean's office	ongoing
SG1, SG6	Evolve a culture of engagement	Identify and empower key change agents; Create cross-functional teams; Design College-wide change program; Roll out communications plan; Facilitate bottom-up and top-down	Culture composite index	CAS Dept. Chairs & Dean's office	Immediate and ongoing

NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1, SG2	Deploy selected summer bridge programs to assist entering freshmen in meeting math and science and English language needs,	Develop and deliver innovative offering(S)	No. of offerings, enrollments	CAS Dept. Chairs & Dean's office	Spring 2017 and ongoing
SG1	Future-Facing set of skills and knowledge all CAS students will have upon graduation such as: complex problem solving, critical thinking, creativity, people management, emotional intelligence, judgment and decision making, negotiation and cognitive flexibility / Embed competencies in selected courses	Embed competencies in selected courses	pre- post-test assessment	CAS Dept. Chairs & Dean's office	Annual and ongoing
SG1, SG2	Professional continuing education programs for non-traditional students and industry	Develop cohort-based in-demand offerings in consultation with external stakeholders	Revenue generated ; No. of offerings	CAS Dept. Chairs & Dean's office	Semi-annual and ongoing
SG1, SG3, SG4	Build a College-level Development Board	Build robust relationships built on trust and mutual benefit between the College and its external stakeholders	Board membership; funds raised	CAS Dept. Chairs & Dean's office	Immediate and ongoing

NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG4	Community engagement through unit level Advisory and Development Boards	Strengthen and develop links with program-related industries, other educational and research institutes, alumni and government organizations	Develop Program-level advisory boards and leadership role in community opportunities	CAS Dept. Chairs & Dean's office	immediate and ongoing
SG1, SG4.	Center of Excellence; Become the regional authority and source for data science news and consultation by business, government, grant-makers	Establish a multi-institutional regional data science academy and e-bulletin; Be a major player for data science consultation by business, government, grant-makers and the like.	No. of published items, page preview, membership	CS & Math Dept. Dean's Office	summer 2017 & ongoing
NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1, SG5	Reconfigure selected offerings to be most relevant to the present and future needs of society	Drive and manage a process of institutional transformation towards a socially responsible entrepreneurial model by infusing entrepreneurship into the CAS culture; Provide the corresponding business incubation opportunities on campus; Strengthen business outreach efforts	Agreement with School of Business & Media (SB&MA) Arts and Office of Economic Development Department	CAS Dept. Chairs & Dean's office; SB&MA Dean's Office	Spring 2017
SG1, SG5	Establish a center promoting Entrepreneurshi	E&I courses offered to students across the University;	No. courses, competition participation, Pre-seed	Selected Depts. Dean's Office	Summer 2017

	p and Innovation (E&I) with the SB&MA	Host University-wide E&I competitions; In the absence of substantial regional companies <i>associate core capabilities with the needs of others</i> ; Establish E&I seed funding mechanisms; Develop active support from other ecosystems and external partners	funding; business membership		
NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame

B. Enhancing Student Success

College of Arts and Sciences recognizes the importance of the contribution and growth of each individual to the success of the College, and this applies particularly to our students. Progress is being made in improving the conditions for student success. Building on these activities, the focus for student success will be on five major areas of concern: retention, transitions (from school to College, from first year to graduation, and from graduation into the work force or graduate studies), assessment of learning objectives, and mentoring.

NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1	College-wide framework for student success	Program-level satisfaction survey; Selected program-level competency assessment protocols; Embedding of employability features throughout programs; Embed features supporting progress to higher levels of qualification	Composite student satisfaction metric; Program-level alumni and employer satisfaction	CAS Dept. Chairs & Dean's office;	Fall 2016 and ongoing
SG1; SG5	Respond to the	Conduct	Revenue	Selected Dept	Fall 2017

	demand for second credentials by expanding CAS offerings in various forms of professional preparation.	needs assessment with community partners; develop and deploy revenue generating offerings	generated	chairs and Dean's Office	

C. Linking Theory and Practice

Since the mid-twentieth century, there has been a growing movement among educational institutions for the integration of theory and practice as an integral part of the processes of higher education. This movement is concerned with better preparing students for the transition to successful careers and civic engagement, but even more with stimulating interest in theoretical learning, for levels of student engagement tend to increase with the realization of real world applications of knowledge.

In enhancing the success of our students, and the scholarship of our faculty, we are committed not only to the discovery and dissemination of knowledge, but to linking theory and practice as a means of motivating student involvement, and as a means for the development of responsible citizens capable of contributing effectively to the democratic exercise through the application of knowledge.

NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1	Professional development workshops for graduate students,	Conduct survey of needs; Identify and implement professional development workshops for graduate students, e.g. data science	Workshop participation	CAS Dept. Chairs & Dean's office in collaboration with Dean of Graduate Studies	Spring 2017
SG1; SG4	Community involvement projects to promote applied learning experiences.	Develop and deploy modes by which academic studies are linked to applied learning experiences	No. of students engaged in community action research; co-op and internship placements; No. of research products	CAS Dept. Chairs & Dean's office	Fall 2017

D. Promoting Scholarship & Creative Activity.

A defining characteristic of the College is the success of our scholars in advancing knowledge through growth in high quality research. Success brings with it new challenges. In keeping with our commitment to accessibility, community engagement, and internationalization, many of our research initiatives focus on issues and opportunities faced by the wider community. College of Arts and Sciences continues its efforts to enhance the communication of research outcomes to external academic and non-academic audiences. It is important to maintain this momentum. We will continue to develop research programs that are relevant to and engage the northern New Mexico community, and engage in research projects that offer value nationally and internationally by involving the College of Arts and Sciences researchers abroad and bringing visiting researchers to the College of Arts and Sciences. We also aim to ensure that students, particularly undergraduates, benefit from research activities at the College.

NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1	Increased recognition for excellence	Increase diverse social media presence of faculty, e.g. researchgate, piirus, etc.	Social media presence per No. of faculty; citations, etc.	Dept. chairs and Dean's Office	Immediate and ongoing
SG1, SG5, SG6	Create a M\$ College endowment to facilitate on-going engagement of faculty in funded research opportunities.	Create a M\$ College endowment; Deploy or join an e-platform; Host state/region-wide symposia; Establish endowed chair(s); Establish faculty-specific scholarships and target unit-specific foundations and other previously untapped entities for support; Develop a social media-based donation program to solicit and accept gifts in	Funds raised	Select Dept. chairs and Dean's Office	Immediate and ongoing

		support of CAS offerings; Provide support for scholarship that engages undergraduate students in diverse research studies. Design and launch a fundraising campaign to support new and existing academic including contract research initiatives that serve to differentiate CAS from its peers and increase visibility of the College; recruit an Associate Dean			
NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1, SG5, SG6	Institutionalize a research strategy	Develop and deploy a thematic-oriented research strategy; Implement an equitable model for distribution of indirect funds to sustain research infrastructure; Survey best practices in and develop a "research space policy"	Research strategy approved; Indirect funds distribution model approved; Research space policy approved.	Dept. chairs and Dean's Office	Immediate and ongoing

E. Build Thematic Clusters of Teaching and Research

The Dean's Office, College of Arts and Sciences is committed to building upon its strengths in scholarly inquiry and its research partnerships. As well, we will continue to support the development of new areas of investigation led by our scholars, with particular emphasis on interdisciplinary endeavors. In recent decades, a broadening recognition of the complexity of systems has resulted in an increasing interest in studies that integrate knowledge across disciplines. Disciplinary studies can benefit from cross-fertilization, and students can benefit from studying topics and problems through interdisciplinary approaches. College of Arts and Sciences' commitments to teaching, research and innovation are reflected in our notable progress in developing interdisciplinary centers, institutes and curricula of various kinds. Exciting innovative research programs and curricula can emerge from thematic collaboration among separate disciplines, and College of Arts and Sciences aims for leadership in the promotion of such broad-based and comprehensive learning experiences.

NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1, SG5	Build foci for integrated inter-disciplinary areas of inquiry, e.g. sustainable development/ sustainability science	Develop competencies metric; Identify core competencies; Innovative structures of organization to support both inter-disciplinary programs and traditional departments simultaneously; build cross-disciplinary and inter-institutional communications; MoU	High demand programs; inter-institutional MoUs	Dept. chairs and Dean's Office	Spring 2017
	Innovative structures of organization to support both inter-disciplinary programs and traditional departments simultaneously.				
SG1, SG3, SG4, SG5	Establish a business-facing autonomous Institute for	Identify and leverage in-state and out-of-state	Corporate funded contract research; Free	Dept. chairs and Dean's Office in collaboration	Fall 2017

	<p>Applied Research (AIR, working name) to innovative industry-funded research and knowledge transfer; IAR brings together mentorship, entrepreneurship courses, a tiered business-plan competition and a program of networking events; activities all open to university staff and students alike.</p>	<p>including international opportunities; Provide a single point of contact for industry partners and corporate funders; Departmental fund creation; Employs business developers to seek out new sources of corporate research focusing both on growing business; IAR brings together mentorship, entrepreneurship courses, a tiered business-plan competition and a program of networking events; activities all open to university staff and students alike; a student-led entrepreneurship society; informal mentoring services for aspiring entrepreneurs and internship opportunities in regional startups; Educational program: These include (i) an Innovation and Entrepreneurship major within the Bachelor of Commerce at the undergraduate level, and a</p>	<p>cash flow; fund development;</p>	<p>with SBMA, Dean of Graduate Studies</p>	
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		<p>Post-Graduate Certificate/Masters in Commercialization and Entrepreneurship for STEAM graduates, students and working professionals, and (iii) a modularized one-week undergraduate course in entrepreneurship that can be slotted into STEAM-based courses on request;</p> <p>Entrepreneurs Club: The club provides events and networking opportunities for the regional entrepreneurial community;</p> <p>Develop inclusive grassroots community of innovation engagement across College populations and the regional communities to build relationships of trust between the College and the regional business community;</p> <p>establish with the School of Business and co-host a regional business plan competition accompanied by a multi-week long education</p>			
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		program; build a generation of business-savvy STEAM graduates with a clear focus on “making a difference to New Mexico” and forging strong institutional capabilities in entrepreneurship.			
NMHU GOAL	CAS Dean’s Office Goal	Action	Measure	Responsible agent	Time frame

F. Enhancing our Diversity.

As a multicultural teaching and research community, international mobility is a natural part of the community members' daily lives. Through international networking and partnerships the College contributes significantly to research, education and innovation strategies.

NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame
SG1, SG5	Comprehensive internationalization	Deploy a comprehensive internationalization plan; Develop engaging coursework where diversity is explored and emphasized in different contexts, while engaging in thoughtful and respectful discussions surrounding diversity within all coursework; International Mobility of Faculty and Staff; Develop a language strategy; Develop strategic international education and research partnerships; Provide greater opportunities for students to develop ways of linking theoretical learning to real world experience by studying abroad;	Strategic partnerships with universities and other institutions that complement the College's instructional and research focus; Percentage of foreign professors; Percentage of foreign students; Percentage of students having an international study component; Quality and volume of research with foreign universities and institute	Dept. Chairs and Dean's Office in collaboration with Office of International Affairs	Spring 2017 and ongoing

		<p>Develop a Global Leadership program with training for students by leveraging existing resources;</p> <p>Internationalize the curriculum as a way of engaging global issues and of linking global issues to local, social, and economic realities while conforming to the Peace Corps Masters International program guidelines;</p> <p>Identify high value markets and strategies to recruit international students;</p> <p>Establish visible research initiatives .</p>			
NMHU GOAL	CAS Dean's Office Goal	Action	Measure	Responsible agent	Time frame