

Mission *New Mexico Highlands University is a public comprehensive university serving our local and global communities. Our mission is to provide opportunities for undergraduate and graduate students to attain an exceptional education by fostering creativity, critical thinking and research in the liberal arts, sciences, and professions within a diverse community.*

Vision *Our vision is to be a premier comprehensive university transforming lives and communities now and for generations to come.*

Department/Program: **Department of Languages and Cultural Studies**

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Strategic Goals for 2020 Planning for FY18-FY21	Unit Goals	Unit Actions/Strategies	Measurable Outcome(s)/	Person(s) Responsible	Indicators and Time Frame for Assessment	Date(s) for Review
1. <i>Highlands University will achieve academic excellence, academic integration and student success.</i>	<p>A. Increase student competency levels (Spanish, ASL, Culture) by 5 %/yr;</p> <p>B. Increase levels of student satisfaction by 5 %/yr;</p> <p>C. Increase reputation of Dept. by 5 %/yr;</p> <p>D. Enhance employability of students</p> <p>E. Financial resource development</p>	<p>A1. Assessment of competency (pre-/post-test);</p> <p>A2. New instructional videos (e.g., CDs);</p> <p>B1. Implement student satisfaction survey; enhance student advising and related documentation/pathway mapping;</p> <p>C1. Enhance faculty development opportunities; increase levels scholarly engagement;</p> <p>D1. Embed employability features (mentor opportunities; career planning opportunities; placements, internships, coops, etc.) in offerings;</p> <p>E1. Develop proposal and collaborate with NMHU Foundation; Identify high profile donors and foundations to support</p>	<p>A1. Pre- / Post-test scores;</p> <p>B1. Student satisfaction scores; Time to graduation</p> <p>C1. Composite reputation metric; No. of posters, papers & books presented and published;</p> <p>D1. Composite employability index;</p> <p>E1. Identify high profile donors and foundations to support program development; No. contacts; Funds raised</p>	<p>A1. Chair & Spanish faculty;</p> <p>B1. Chair & dept. faculty;</p> <p>C1. Chair & dept. faculty;</p> <p>D1. Chair & dept. faculty;</p> <p>E1. Chair & dept. faculty;</p>	<p>A1. Gap analysis & 3 months;</p> <p>B1. Annual;</p> <p>C1. Every academic term;</p> <p>D1. No. of students employed using skills; Annual;</p> <p>E1. Funds raised; semi-annual</p>	<p>A1. AY2019;</p> <p>B1. AY2019</p> <p>C1. Annual</p> <p>D1. AY2019</p> <p>E1. AY2019</p>

Notes: Submit plans to your direct supervisor (Dean/Director/VP) by Friday, Sept 23, 2016 at 5:00 pm. Deans/Directors/VP will coordinate review and return with feedback by Friday, Oct 7. Final unit plans will be submitted with the budget requests on Friday, October 21, 2016. Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>2. <i>Highlands University will achieve strategic enrollment management.</i></p>	<p>A. Grow average student credit hour production to approx. 250 by Fall 2017; B. Double the number of Spanish majors by Spring 2018; C. Enhance student recruitment and retention to graduation by 5 %/yr; D. Improve time-to-graduation by 5 %/yr; E. Enhance student advising to minimize errors;</p>	<p>program development; A1. Certificate offerings (embedded and non-degree); Establish chapter of Sigma Delta Phi; Develop & distribute marketing materials; Study / internships abroad; B1, C1, D1, & E1. Operate an “advising center” / day</p>	<p>A1. No. majors/minors; No. of certificates awarded (embedded and non-degree); Student credit hour production; Degrees awarded; No. students involved; B1, C1, D1, & E1. No. students serviced at “advising center” / day</p>	<p>A1. Chair & dept. faculty; B1. Chair & dept. faculty; B1, C1, D1, & E1. Chair & dept. faculty;</p>	<p>A1. 9 months B1. 9 months B1, C1, D1, & E1. Advising center 1.5 months</p>	<p>1. AY2019 2. AY2019 3. AY2019</p>
<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>	<p>A. Increase global cultural competency from baseline by 5 %/yr;</p>	<p>A1. Implement study / internships abroad, e.g., with Centro Fox Presidential Library and Institute, Mexico; A2. Establish a student club; A3. Deploy a cultural competency survey</p>	<p>A1. No. of study abroad opportunities; student travel to Centro Fox A2. No. of students involved; A3. Cultural competency index</p>	<p>A1. Faculty/ chair A2. Faculty/ chair A3. Faculty/ chair</p>	<p>A1 A2 & A3. Spring 2017 (deploy & assess)</p>	<p>1. AY2019 2. 3.</p>
<p>4. <i>Highlands University will be a community partner.</i></p>	<p>A. Increase community engagement with Dept.;</p>	<p>A1. Develop Advisory Board</p>	<p>A1. No. members; internships, scholarships etc facilitated;</p>	<p>A1. Faculty & Chair</p>	<p>A1. Fall 2016</p>	<p>A1 AY2019</p>

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<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>A. Increase no. of online offerings</p>	<p>A1. Conduct feasibility study; Develop offerings;</p>	<p>A1. No. students enrolled A2. % student credit hour production online;</p>	<p>A1. Faculty & Chair</p>	<p>A1. Fall 2017</p>	<p>A1. AY2019</p>
<p>6. Highlands University will achieve enhanced communication and efficiency.</p>	<p>A. Highlight graduate involvement & accomplishments through social media</p>	<p>A1. Develop communication platforms and deliverables</p>	<p>A1. Increase reputation of program offerings</p>	<p>A1. Faculty & Chair</p>	<p>A1. Fall 2017</p>	<p>A1. AY2019</p>

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