Executive Strategic Plan
FY18-FY21

Introduction:

The senior administrative leadership of each sector of the University is responsible for monitoring the implementation of the strategic plans. To further guarantee that plans are moving forward, Highlands has broken down overall responsibility for the six strategic goals as follows:

Strategic Goal #1 (Academic Excellence): Provost/VPAA
Strategic Goal #2 (Strategic Enrollment Management): Vice-President of Strategic Enrollment Management
Strategic Goal #3 (Vibrant campus life): Dean of Students
Strategic Goal #4 (Community partner): Vice-President of Advancement, Director of University Relations
Strategic Goal #5 (Technological advancement): Vice-President of Finance and Administration
Strategic Goal #6 (Enhanced communication): Director of University Relations

These goal leaders work with staff and faculty in their areas as well as across the university to accomplish our strategic goals. These accomplishments are presented in the 2016-2017 Mission Accomplishments, a document shared widely throughout the university community and with the Board of Regents. To further ensure advancement of these goals, these leaders have created this Executive Strategic Plan, which details the ways that senior leadership is working to accomplish the strategic goals across the university.

Senior Leadership Name: Dr. Roxanne M. Gonzales, Provost/VPAA

Primary Strategic Goal Responsibility: Strategic Goal #1 (Academic Excellence)

2016-2017 Accomplishments:
- Expanded and refined First-Year Experience Learning Communities program
- Institutionalized ARMAS
- Increased funds to support implementation of high-impact practices
- Increased funds through grants to make curricular and programmatic changes to accelerate student progress
- Established partnership with Diné College to expand media arts opportunities for Navajo students
- Committed faculty resources to strengthen School of Social Work, Nursing, and Languages and Culture
- Supported faculty recommendation to institutionalize Zoom

Plans for Achieving Strategic Goal:
- Work with deans, chairs, Faculty Senate, and Academic Affairs Committee, and the overall Highlands community to develop short and long term planning strategies.
- Develop a FY 19 budget related to goals.
- Establish task force groups to address specific areas that relate to overall goal/factor such as the Campus Center Task Force.
- Ensure transparent communication of the goals and provide opportunity for feedback of the goals and recommendations.

Emerging Factors: Online learning: Highlands University currently has two programs fully online, the RN-BSN in Nursing and the MBA. However, as part of our enrollment growth strategy, Highlands will be moving more programs fully online. The provost has an extensive background in leading academic and operational units to serve students on a global scale online. Her plan to move online will be an intentional process to ensure academic quality while also attending to faculty and student support needs. The first stage is to determine Highland's readiness for online by bringing in two peer reviewers with extensive backgrounds in online delivery models. The peer reviewers will conduct their assessment using the Online Learning Consortium's quality scorecards for: administration of online programs, quality course teaching and instructional practice, blended learning programs, and digital courseware instructional practice. The peer reviewers will produce a report identifying areas of readiness and identify gaps which Highlands will need to address as it prepares for expanded online delivery. Highlands will start looking at our current polices this fall and assess them for online delivery model best practices. An experienced director for online learning will be hired to lead the University in the models of best practices in online learning as well as to help establish those programs with growth potential. Overall, the provost wants to ensure that the programs and the support courses we offer online are aligned with research in best practices for academic quality, faculty teaching online, and student support.

Senior Leadership Name: Dr. Edward Martinez, Interim VP of Strategic Enrollment Management

Primary Strategic Goal Responsibility: Strategic Goal #2 (Strategic Enrollment Management)

2016-2017 Accomplishments:

- Created the division of Strategic Enrollment Management. Highlands University created the Strategic Enrollment Management department in January 2016. Five offices comprise the department: the Office of Recruitment and Undergraduate Admissions, Academic Support, Financial Aid, International Education Center, and the Native American Center
- Restructured the Office of Recruitment to include admissions personnel and a campus tour welcome office. Prospective students receive application and admissions assistance from one office until they are admitted. Restructuring also increased collaboration with recruitment at the university's centers. The Rio Rancho Center hired one full-time recruiter.
- Restructured the Campus Tour Program and increased recruitment markets. The Campus Tour Program is housed in the NMHU Welcome Office in the Student Center and is managed by a coordinator to better serve prospective students and their families visiting campus. Six hundred twenty potential students visited campus as of March 31, 2017. Increased recruitment markets will include transfer students with recruitment expansion in Colorado, Arizona, California, and New Mexico and new markets in Texas and Illinois.
- Contracted with Ruffalo Noel Levitz (RNL) to meet recruitment and retention goals. Highlands and RNL conducted a targeted application generation (TAG) campaign, which reached out to approximately 58,000 prospective students via email and phone. Highlands also expanded prospective student/counselor events on campus and created a recruitment twitter account. RNL recommended the purchase of a customer relations management (CRM) system to more effectively and efficiently communicate with prospective students and their families. The CRM will be purchased in spring 2017. For student retention, Highlands is using data from various student surveys to better advise first-time freshmen. Historical student data were also used by the campus community to identify six Highlands student subpopulations and develop realistic goals. Five strategies that will be implemented to achieve retention goals for these populations.
- Collaborated with University Relations to develop new marketing materials. This collaboration has produced one viewbook, three e-magazines, an admitted-student group Facebook page, one NMHU informational trifold, one coming your way poster, one NMHU "at a glance" poster, two different department and major fact sheets, and 17 different post cards that will be used to present NMHU to prospective students and their families.
- Endorsed the student retention plan and formalized the Retention Advisory Council and the Matriculation Task Force. General faculty, Faculty Senate, Staff Senate, the Associated Students of New Mexico Highlands University, and the Board of Regents endorsed a retention plan. The Retention Advisory Council is responsible for the implementation of retention strategies, oversees the identification of new retention goals, and develops and implements new strategies to fulfill goals.
  The Matriculation Task Force is responsible for reviewing NMHU processes that affect prospective students from inquiry through the enrollment phases and develops more efficient and effective interdepartmental communication process to support students from inquiry to matriculation.
- Purchased and implemented the communication portion of the Customer Relations Management system, Slate.

- Recruitment yield events have been scheduled and some are in their second year. These include the HU Roundup Day; High school Counselor, Community College advisor, and Tribal Education Leader Workshop; HU Scholars Day; Phone Banks; and Transfer Orientation.

Plans for Achieving Strategic Goal:
- Oversee and stabilize the NMHU Office of Recruitment through the hiring of the Director of Recruitment and Student Recruiters
- Develop a short-term plan to increase the yield of first-time freshmen and transfer students for the fall 2016 & fall 2017 semesters
- Secure outside consultation services and begin the development of a long-term strategic enrollment management process to increase future NMHU enrollments
- Establish a formal NMHU Retention Advisory Council and work with the council to further develop NMHU Draft Retention Plan. Plan will focus on the following:
  - Overall, To Increase Persistence, Completion, and Student Success
  - *Retention of students with financial needs*
  - *Retention of Undeclared students*
  - *Retention of academically underprepared students*
  - *Retention of American Indian and African American students*
  - Retention of entering students whose home address is 93 to 540 from campus
  - Retention of students who are admitted less than 34.5 days prior to the start of classes
- Develop an understanding and familiarize myself with the responsibilities of employees from the Office of Recruitment, Office of Financial Aid, Office of Admissions, Office of Academic Support, Native American Center, and the International Education Center

Emerging Factors: Factors that are emerging in the area of strategic enrollment include the following:
Decreasing number of high school graduates in the state of NM due to a decreasing population, especially in the northern part of the state which has been the primary service area of NMHU.

Currently, NMHU is identifying out of state recruiting markets and developing goals to increase enrollment of out of state students. In addition, marketing materials and MOUs are being developed to attract and enroll more international students.

Nation-wide there are several shifts in terms of college-going populations. More non-traditional students are seeking to obtain degrees and or improve their credentials by attending university. This group is also shifting how education is being delivered therefore universities need to adapt and be innovative in developing new and various modalities of offering courses to this population. The second nation-wide factor is the ethnic shift in K-12 school enrollment. About a quarter of the children in K-12 US schools are Hispanic and it is estimated that by 2023 this minority group will be the majority.

NMHU is working on increasing online offerings through the various modalities (synchronous/asynchronous) with the available technology to adapt and increase enrollments of the non-traditional student market. To address the shift in ethnicity of college aged students, NMHU has the advantage of

already being a Hispanic Serving Institution (HSI). NMHU has experience with this ethnic group and many of the support systems already in place were developed to serve this population. However, NMHU must capitalize on the fact that it is an HSI and better market this fact to this emerging population.

Senior Leadership Name: Dr. Kimberly J. Blea, Dean of Students

Primary Strategic Goal Responsibility: Strategic Goal #3 (Vibrant campus life): Dean of Students

2016-2017 Accomplishments: We commit to enhancing campus life for students, staff, faculty, alumni and community through expanded intellectual and recreational programs and services at the main campus and Centers, with a commitment to safety and inclusion. To accomplish these goals, the division of Student Affairs has worked collaboratively to develop and promote a vibrant campus life for our students, campus community, and the Las Vegas community. This includes the development of the three-pronged campus life initiative (Arts @ HU series, Outdoor Recreation Center, and on and Near-Campus Activities). Coordination of activities from across the campus has occurred, and there are campus life offerings at the center campuses for the first time.

- Developed Arts @ HU series that provides high-quality and cultural entertainment for students - including center students - at no charge and for the campus and Las Vegas communities at minimal cost. A number of events were held with a hundreds of students and campus and community members participating.
- Created Outdoor Recreation Center for NMHU students, including center students. All students get access to rent equipment at no charge and can participate in coordinated outdoor excursions which include skiing, hiking and camping trips. When the first ski trip was advertised to students at the end of the fall 2016 semester, it was booked within thirty minutes.
- Enhanced the on and near campus activities available for students. A variety of activities are available for students at no charge. Center specific activities are now available for the first time. A number of activities were hosted, occurring on and off campus.
- Continued residential hall specific programming for students residing in the residence halls. The Housing Office hosted 61activities, and a total of 823 residents participated. While there was programming specific in the residence halls previously, the Housing Office has maintained these offerings including the annual Rez Fest week of activities at the beginning of the fall semester and Rez Fest Carnival in April.
- Coordinated all campus life activities across departments to limit duplication and double booking of activities with the intent to maximize offerings available for students, including athletic events. A campus activity calendar is developed monthly and provided to students and posted on campus. Activities are also posted on NMHU events calendar and are now synced to the Ellucian Go application for ease of access.
- Strengthened the social integration of all first-time freshmen and freshman-level transfer students through enrollment in a learning community Hacienda. All learning communities are placed into a Hacienda, which supports students' extra- and co-curricular activities. A total of 323 students participated in learning communities during fall 2016.

Plans for Achieving Strategic Goal: Plans for achieving an enhanced vibrant campus life include a collaborative and inclusive approach to planning. We have coordinated all campus events so there is something to do that peaks a variety of students' interests. We will identify new and more efficient approaches to advertising these events. Additionally, we will be selling season tickets for the Arts @ HU series so that we can share in vibrancy of the campus with faculty, staff, and community members as well.

Emerging Factors: Some emerging factors in the area of campus life include the varying type of student populations. At NMHU we have traditional-aged students, students who are parents, adult learners, online students, and center students. When providing activities for a vibrant campus life, there are many constituent groups that we must take into consideration. In order to accomplish this, we established the campus life initiative. As part of this, we have groups of students in Las Vegas (activities board) and at some of the centers who plan activities that are of interest to their student demographics.

Senior Leadership Name: Sean Weaver, Director of University Relations

Primary Strategic Goal Responsibility: Strategic Goal #4, Community Partner; Strategic Goal #6, Enhanced Communication

2016-2017 Accomplishments: We commit to developing, expanding, and enhancing collaborative community partnerships for mutual benefit in the areas of leadership, community and economic development, community service, academic enrichment, entertainment, and recreation. NMHU strives to be a leading community citizen and partner to a variety of community constituencies. Our goal is to benefit the Las Vegas, San Miguel County, and Northern New Mexico communities by sharing the talents, resources, and ideas of our faculty, staff, alumni, and students. Of particular focus is our desire to model community citizenship and service for our students and prospective students in the region.

To that end, NMHU has:
- Developed a partnership between the Facundo Valdez School of Social Work and the Santa Fe Community Foundation to host informational sessions for area nonprofits on the Highlands campus.
- Worked with the theater program at the United World College to host special productions on Highlands' campus.
- Collaborated with the Meadow City Music Festival to host workshops on Highlands campus.
- Expanded advertising and outreach for cultural events on campus.

We commit to engaging in proactive communication at all levels to provide efficient and effective services.

To that end, NMHU has:
- Expanded participation at executive meetings.
- Provided weekly messages to the campus.
- Held monthly coffee with the president.
- Created the NMHU Power of Excellence series.
- Improved HR through hiring a new director and implementing best practices, including annual reviews and contracts.
- • Implemented a new strategic budgeting process.

Plans for Achieving Strategic Goal: Plans for 2017-2018 include:

Strategic Goal #4:
- Expansion of marketing for arts and cultural events on campus through the Comcast education channel, local hotel displays, posting on the Las Vegas city tourism calendar and expanded radio announcements.
- A standalone Arts@HU website.

- Forming a partnership with the City of Las Vegas, the United World College, Luna Community College and the two school districts to foster and promote cultural events in the city.

Strategic Goal #6:
- Website modifications to better organize and present relevant information to each demographic
- HU news radio segments
- Usage of social media channels to promote HU's core values
- Expand marketing materials in conjunction with SEM

Emerging Factors: Increased need for community use of Highlands facilities and resources; expansion of alumni and community engagement; and, Highlands' need to partner with community organizations, particularly as athletics facilities undergo construction.

Communicate with students using emerging communication channels.

Senior Leadership Name: Theresa M. Law, JD, CFRE, VP of Advancement

Primary Strategic Goal Responsibility: Strategic Goal #4, Community Partner

2016-2017 Accomplishments: We commit to developing, expanding, and enhancing collaborative community partnerships for mutual benefit in the areas of leadership, community and economic development, community service, academic enrichment, entertainment, and recreation. NMHU strives to be a leading community citizen and partner to a variety of community constituencies. Our goal is to benefit the Las Vegas, San Miguel County, and Northern New Mexico communities by sharing the talents, resources, and ideas of our faculty, staff, alumni, and students. Of particular focus is our desire to model community citizenship and service for our students and prospective students in the region.

To that end, NMHU has:
- Created an alumni board, which held its first meeting in October 2016, to engage Highlands alumni and friends both locally and worldwide in the life of the University. Representatives who are alumni of our Rio Rancho and Santa Fe centers sit on the alumni board, and the board is seeking representatives who are graduates of each of our other centers. The alumni board attends and welcomes new graduates at main campus and at all of our center graduation ceremonies or celebrations.
- Invited the community to campus to share in a series of cultural events, including regular free films at Ilfeld Auditorium, use of the Natatorium and gym facilities while a local community fitness center underwent renovation, and bringing headline acts like comedian Gabriel Iglesias ("Fluffy") and the National Dance Troupe of Ireland to campus, with low-cost tickets available to the community. Highlands has also scheduled cultural events in Albuquerque (HU @ the Zoo, at the Albuquerque Zoo and Bio Park; the River of Lights holiday display), and Santa Fe (Highlands Museum Day, an opportunity to visit for free multiple museums in the area) in partnership with our centers.
- Partnered with the local business community to enhance campus life while growing business opportunities, and to introducing our students to Northern New Mexico. Thanks to Highlands University's campus life initative, students can participate in special events such as free screenings of first-run movies at a local theater, free pizza and bowling on pre-arranged evenings at a local restauarant, and no-cost Sipapu ski resort days, which includes equipment rental, lessons, and lift tickets.
- Served as a lead participant in Main Street Las Vegas, an organization seeking to revitalize and support the Las Vegas business community and work to economically develop the area.
- Hosted alumni and community members at a series of free events on campus and at our centers, including Highlands Loves Alumni, an Alumni Tea, and Homecoming events at the main campus in Las Vegas. Events specifically designed to serve our centers in Rio Rancho, Santa Fe, Albuquerque, Farmington, and Roswell, included a free ice skating event in Rio Rancho, a welcome picnic for alumni, students, and community members in Albuquerque, and a student/community/alumni reception in Farmington. These events have been attended by more than 800 alumni and community members since January 2016. Our event calendar can be found at nmhufoundation. org/nmhu-alumni/events.
- In partnership with the Society for Science and the Public, Highlands hosted the annual Northeast Regional Science Fair, which brings winning elementary, middle, and high school students to compete on our campus.

In all that we do, we are mindful of the example and role we serve in our communities. We strive to engage broadly within our communities, and bring to bear our unique resources and perspective.

Plans for Achieving Strategic Goal: Plans for 2017-2018 include:
- A robust schedule of alumni and community events, which can be found at http://nmhufoundation.org/nmhu-alumni/events.
- Continued growth and development of our alumni board, with the addition of 8 new members in 2017-18.
- Ongoing offerings to the community of free films at Ilfeld Auditorium, use of campus facilities, and other campus activities
- Hosting community groups for special presentations, such as our August 8, 2017 presentation on the Foundation Art Collection for the Las Vegas Rotary, and hosting the annual 'Art Bark' animal organization benefit in November 2017.
- Continued leadership roles in community organizations, such as Main Street Las Vegas.
- Offering a $5 lunch for all community members at the NMHU dining facilities, 3 days per week, to encourage community engagement with the campus, and to benefit community members.

Emerging Factors: Increased need for community use of Highlands facilities and resources; expansion of alumni and community engagement; and, Highlands' need to partner with community organizations, particularly as athletics facilities undergo construction.

Senior Leadership Name: Mr. Max Baca, VP of Finance and Administration

Primary Strategic Goal Responsibility: Strategic Goal #5 Technological Advancement

2016-2017 Accomplishments: Upgrade to NMHU main computer system; Migration from Blackboard's Collaborate to Zoom Video Communications for its main online classroom delivery system and video conferencing platform; Acquired new tools to enable the University to create a more robust recruitment and retention strategy; Email migration from campus servers to Microsoft cloud-based service called Office 365 (O365); Implemented a new voice recording services for campus police.

Plans for Achieving Strategic Goal:
Because technology can be disruptive to higher education if not deployed, utilized correctly or efficiently, or have departmental adoption, Human Resources and IT Departments are having to partner in order to creating a robust set of training and professional development. In some areas, current support models will need to be assessed in relation to workload and ability to support, implement and adopt the university's recent technology investments. Highlands continues to look at ways to provide this level of support, such as providing ongoing customer service training and better utilization of technologies such as Zoom. This technology allows the university to create a more personalized interaction with end-users, and because of its scalability from a single user and up to two large groups, thus has enabled the university to provide necessary training and support.

Studies have shown that departmental driven implementation and adoption of new technologies are more successful and produce better outcomes. Highlands University's IT Department has been working with departments to drive the technological advances within the area, by recent implementations of programs like a new Customer Relationship Management Program (CRMP) for the Office of Strategic Enrollment Management and RazorsEdge, a new advancement and tracking program. These new applications were driven by the leaders of those divisions and are currently being implemented. A past successful application that is widely used today is an application call "Degree works," a program that helps keep students on track through their academic progress and is used by faculty for advising. In addition, the selection of the Learning Management System (LMS) was done by a faculty committee and not the more traditional IT department selection process.

Launch the Power of Service: How May I Help You? An initiative to improve overall customer service at the institution.
Continue the efforts of enhancing a learning culture through the HU: Learning Happens Here events.
Prepare training materials on how to utilize PeopleAdmin, the new talent management system.

In addressing high-dollar, difficult to recruit technical positions, Highlands is using an advanced shared resource model with other universities.
Work with neighboring research universities to contract resources to train and assist staff in key technology projects.

Emerging Factors: Strategic Goal #5 Technological Advancement
1. **Rapid movement of software vendors to move their applications and services to the "cloud" or Software as A Service "SAAS".**
   Institutional Response: Highlands University has been preparing for this type of migration for the past several years. Upgrading its internal network infrastructure as well as its onramp to the Internet in order to provide a high available robust set of diverse services that not only can

handle the large amount of data but can also provide a low latency so that the end user experience is not affected by this change. This movement from an "on-premise system to an off premise system provides a higher level of availability, however, working in a rural community, the challenges are not only the cost of bandwidth, but a diverse network path that is controlled by outside vendors.

2. **New Learning Models – that imbed predictive analytics within the course work material and "digital" outcome assessment.**
   Institutional Response: Like most institutions Highlands University is constantly evaluating its delivery methodology and the ever-growing use of analytics within text books and other learning tools. With these new analytics built into standard textbook and digitalized outcome assessments, this is challenging the standard pedagogical approach used in the past. Highlands has established a Center for Teaching Excellence (CTE). This department provides programming resources and other support for the quality of teaching and advising and for assessment in order to affect student learning. With this new center, Highlands believes this will prepare current and incoming faculty to adapt their learning models for current and future students. For example: Should a course use current social media like Facebook, Snapchat, LinkedIn or Meetup? Will this enhance student engagement or invade a personal space?

3. **IT Human Resources in Rural Areas**
   Institutional Response: Acquiring and retaining qualified IT human resources is not only a problem for higher education institutions but is even becoming more difficult for institutions whose primary locations are in rural America. Therefore, new types of models are merging such as shared human resources among peer institutions and more advance work from home models.

4. **Aging Technology Environment:**
   Aging equipment, new releases of foundational technology software and evolving technology capabilities are needed to maintain a relevant technology environment capable of supporting new technological advancements in an agile manner.
   Institutional Response: Equipment renewal and replacement strategies must be reviewed and revised to meet the university's technology ecosystem needs. In addition, professional services engagements coupled with comprehensive requirements study and software upgrades will better position the university to take advantage of current and future technological advancements.

Emerging Factors:

As part of the process of designing the *HU Vision 2020*, the committee worked explicitly to build a forward looking strategic plan. A Vision statement was included in that document to express our commitment to future generations of students, and two of our strategic goals are strategic enrollment management (Goal #2) and technological advancement (Goal #5). Since individual unit strategic plans are aligned to these six university strategic goals, institutional planning, each of departments and units are actively engaged in thinking about the emerging trends facing academic. To pull all of these diverse ideas, each area of the Executive Strategic Plan explicitly discusses these ideas, with examples of future plans including:

Goal	Emerging Factor	Institutional Response
Academic Excellence	Expansion of online learning.	Intentional development of an online operations/academic unit to ensure quality offerings including support for distance students and faculty.
	High need for remediation of our students.	Develop, with the assistance of existing support structures, a formal Academic Improvement Plan for students to follow before they are placed on probation.
	High need statewide for alternative teacher licensure & bilingual education,	Development of an online model through the SOE.
	professional degrees (undergraduate & graduate), and	Development of additional professional degrees offered in a variety of delivery modalities.
	Experiential learning and academic success.	Increase the opportunities for high impact practices at all levels in all delivery modalities.
Strategic Enrollment Management	New Mexico High School student population decreasing.	Recruit more transfer students; expand to out of state recruitment; expand to international student recruitment.
	Nationwide demographic is changing. Number of Hispanics is increasing	Better market NMHU as Hispanic Serving Institution (HSI).
Campus Life	Different student populations, including students at the centers and online students.	Campus Life Initiative with planning boards representative of different student populations.

Community Partner	Increased need for community use of Highlands facilities and resources; expansion of alumni and community engagement; and, Highlands' need to partner with community organizations, particularly as athletics facilities undergo construction.	Development and implementation of a Facilities Policy, outlining process and procedures for community use of Highlands facilities; enhance and refine schedule of alumni and community relations events for 2017-18; and, partner with West Las Vegas School District and others to host Highlands home games for multiple sports as athletic facilities are under construction.
Technological Advancement	New Learning Models that imbed predictive analytics within the course work material and "digital" outcome assessment.	Like most institutions, Highlands University is constantly evaluating its delivery methodology and the ever-growing use of analytics within text books and other learning tools. With these new analytics built into standard textbook and digitalized outcome assessments, this is challenging the standard pedagogical approach used in the past. Highlands has established a Center for Teaching Excellence (CTE). This department provides programming resources and other support for the quality of teaching and advising and for assessment in order to affect student learning. With this new center, Highlands believes this will prepare current and incoming faculty to adapt their learning models for current and future students. For example: Should a course use current social media like Facebook, Snapchat, LinkedIn or Meetup? Will this enhance student engagement or invade a personal space?
	Aging equipment, new releases of foundational technology software and evolving technology capabilities are needed to maintain a relevant technology environment capable of supporting new technological advancements in an agile manner.	Equipment renewal and replacement strategies must be reviewed and revised to meet the university's technology ecosystem needs. In addition, professional services engagements coupled with comprehensive requirements study and software upgrades will better position the university to take advantage of current and future technological advancements.
	Increased competition for students nationwide.	Purchase CRM to increase number of prospective students in the recruitment funnel to meet recruitment goals.
Enhanced Communication	Communicate with students using emerging communication channels.	Usage of social media channels to promote HU's core values.

	Increased competition for students nationwide.	Improve strategies using technology (CRM, predictive modeling) to better select and communicate with prospective students to achieve recruitment goals.

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.*

Strategic Goals for 2020 Planning for FY18-FY21	Goals	Actions/Strategies	Measurable Outcome(s)/	Person(s) Responsible	Indicators and Time Frame for Assessment	Date(s) for Review
1. Highlands University will achieve academic excellence, academic integration and student success.	1. Establish online learning as a formal department	1. Peer review of online status/readiness/recommendations	1. Report of peer review, develop online model, hire director, move forward	1. VPAA	1. Draft proposal October – January 2018	1. Yearly
	2. Establish an Academic Improvement Plan	2. Develop with Academic Support a formal process academic improvement for pre-suspension/dismissal students	2. A formal plan that includes tracking of academic support, academic advising, and documentation of student progress on a semester basis.	2. AVPAA	2. Draft proposal October – March 2018	2. Yearly
	3. Establish more professional degrees (undergraduate & graduate)	3. Benchmark potential programs in professional areas for expansion, addition, modification, and select those that meet the Highland mission for development.	3. A report of potential new professional program offerings with market analysis and budget proposal to include a marketing analysis.	3. VPAA, Deans	3. Draft proposed by December 2017	3. Yearly
	4. Increase experiential learning/high impact practices opportunities for students	4. Implement and document new high impact practices across all programs, including developing advanced first-year learning communities while providing professional development.	4. Report of high impact practices from spring 2018.	4. Deans, Chairs/AE & Retention Director	4. Report due May 2018	4. Yearly

5. Training opportunities for faculty	5. Develop online training for all faculty to increase effectiveness in the classroom no matter the delivery modality.	5. Expansion of the online training development by four courses over the AY 17/18 year.	5. VPAA/CTE	5. Draft proposed of online training to VPAA October 2017	5. Yearly
6. Align NMHU general education courses with HED requirements	6. Implement Common Course numbering and revisions to General Education core and first-year seminar.	6. 2018/19 Catalog reflects changes Recertification of general education core requirements.	6. AVPAA/Registrar/AAC	6. April 2018	6. Yearly
7. Support STEM initiatives	7. Ensure STEM grants are maintained and apply for new STEM grants	7. Apply for two grants related to STEM	7. AVPAA/Deans/Faculty	7. May 2018	7. Yearly
8. Apply for grants that support NMHU mission	8. Application for six new grants during AY 2017	8. Six grants submitted	8. AVPAA/Chairs /Deans/Faculty	8. Spring 2018	8. Yearly
9. The goal of the SEM Office is to provide a smooth transition for prospective students from high school and community college into NMHU	9. a. To oversee and assure that all SEM offices communicate effectively with each other b. To locate all SEM into the Felix Martinez Building to create a one stop shop for prospective and current students c. To create prospective and current student events and workshops to increase student academic & social integration and success.	9. a. Calendar 9. b. Office plan 9. c. Calendar	9. All SEM personnel	9. Weekly	9. Yearly
10. The goal of the SEM Office is to academically integrate prospective and	10. To communicate and advise student with high credits to determine possible pathways to graduation	10. Graduation and retention rates	10. All SEM personnel	10. Daily	10. Every first Monday of the month

	current NMHU students to assure success					
2. **Highlands University will achieve strategic enrollment management.**	1. The goal of the SEM Office is to increase retention and graduates by 2% per year	1.a. Oversee and enhance Office of Academic Support student advising 1. b. Partner with other divisions on campus to develop & submit grant proposals 1. c. Contract with Ruffalo Noel Levitz to: a) Develop a comprehensive retention program that engages the campus community b) Use a data driven approach to guide retention efforts c) Implement a systematic, data-driven approach to student success by identifying at-risk students and intervening early 1.d. Formalize Retention Advisory Council and charge council to: a) Lead the development and periodic review of Student Success Plan b) Lead efforts to implement retention strategies and c) Measure retention strategy outcomes	1.a. Track number of advisements 1.b. Communication plan 1.c. Number of RNL campus visits a) Retention Summit; Strategy Groups; Retention Council; Matriculation Taskforce b) Recruitment, Retention and Graduation Goals c) Sub-population Goals d) Retention Advisory Council bi-weekly meetings	1. All SEM Personnel	1.Annually	1. January to December of every year
	2. The goal of the SEM Office is to recruit and enroll a diverse and dynamic student population	2. a. Oversee and enhance the Office of Recruitment and Undergraduate Admissions efforts	2.a.Filled positions; campus tour program; You Visit virtual tour	2. All SEM Personnel	2. Annually	2. Yearly

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		2. b. Oversee and enhance International Educational Center operational and recruitment efforts	2.b. Development of an international recruitment plan and marketing materials			
		2. c. Oversee and enhance Native American Center community partnership-building efforts	2.c. Number of visits to Pueblos; number of NA students enrolling at NMHU			
		2.d. Partner with Graduate Studies Office to develop Graduate Studies Recruitment Plan	2.d. Recruitment Plan			
		2.e. Establish partnerships & MOU/Agreements with community colleges and high schools	2.e. Number of NA student attending NMHU on scholarship			
		2.f. Create the NMHU 5 year SEM plan	2.f. Plan			
	3. Expand institutional partnerships for collaboration of degree offerings.	3. Meet with the provost of Northern College to explore collaborative degrees and more intent with our current 2 plus 2 articulation agreements. Use this as a model for further agreements.	3. A report of the outcome from initial meetings on the challenges and strengths of such partnerships to be shared with EMT and VPSEM	3. VPAA/Deans	3. January 2018	3. Yearly
	4. Review policies to allow for increased enrollments from the post-traditional market for degree completion and transfer.	4. Establish a task force to review prior learning assessment (PLA) policies.	4. Draft report of process, policy, and documentation for PLA implementation.	4. VPAA, Registrar, Deans, Faculty	4. March 2018	4. Yearly

	5. Advance programming for NMHU to become a Native American Serving Institution	5. Explore a track in social work and education specific to Native American needs	5. Draft curriculum for social work and teacher education; Meet with tribal leaders to identify needs; Provide a liaison to PED Native American department	5. VPAA, Deans, Faculty	5. Spring 2018	5. Yearly
3. *Highlands University will achieve a vibrant campus life.*	1. Student affairs will take the lead in providing a vibrant campus life	1. Comprehensive & extensive campus life programming through cross-department collaboration	1. Provide at least 4 Arts @ HU events per academic year. Provide at least 1 on & near campus event per week.	1. Dean of Students, Campus Life, Housing & Student Conduct, & Outdoor Recreation	1. Number of events & variety provided each semester	1. Twice per semester
	2. Enhanced communication & outreach to students & community regarding campus activities & services provided by student affairs	2. a). Develop campaign that engages students through various outlets b). Develop advertisement campaign to market Arts @ HU events	2. Multi-media campaign, social media outreach, updated & enhanced student affairs website	2. Dean of Students, University Relations, Student Activities Board	2. a). At least 6 print campaigns, social media presence on at least 2 platforms b). At least 1 print campaign per semester advertising all Arts @ HU events	2. Each semester
	3. Continue to recognize faculty and staff academic excellence	3. HU Power of Excellence program	3. Event in April to recognize faculty and staff	3. VPAA	3. April 2018	3. Yearly
4. *Highlands University will be a*	1. Increase awareness of campus cultural events	1. Collaborate with music/art departments, Campus Life initiative,	1. Increased overall event attendance from previous year	1. Sean Weaver	1. Number of total attendees,	1. July 1, 2018

community partner.		and galleries to produce a comprehensive calendar.			number of attendees per event (2017-18)	
	2. Increase Alumni and Community Events	2. Plan enhanced schedule of events for 2017-18	2. Increased overall event attendance from previous year	2. Juli Salman, Alumni Director	2. Number of total attendees, number of attendees per event (2017-18)	2. July 1, 2018
	3. Support grant and outreach activities to build partnerships and improve community engagement.	3. Explore the potential for an office of outreach and engagement.	3. Benchmark comparable institutions for such offices and recommend potential for NMHU.	3. AVPAA	3. January 2018	3. January 2018
5. Highlands University will achieve technological advancement and innovation.	1. Implementation of Talent Management System to include recruiting and onboarding	1. Procurement of new system; Training and configuration of new system; Modification of policies and procedures in order to streamline the hiring process; Testing the new system; Set target date for going live; End-users and department level training and professional development; Go Live into production with new system.	1. Successful implementation and testing of new system. This new system will provide a professional online recruitment of potential employees and allow students, faculty and staff a more efficient way to apply for campus employment opportunities as	1. Dr. Denise Montoya	1. Timeline 6 – 8 months	1. December 2017

		well as streamline the hiring process.			
2. Implementation of a new Student Accounts receivable system	2. Procurement of new system; Training and configuration of new system; Modification of policies and procedures in order to streamline the payment or communication to students and parents; Testing the new system; Set target date for going live; End-users and department level training and professional development; Go Live into production with new system.	2. Successful implementation and testing of new system. This new system will provide a robust interaction with student and parents so that addressing their financial obligations is not an unpleasant ordeal, but instead a professional interactive system that works with student to establish a budget and more professional communication to student and parents.	2. Ms. Paula Escudero	2. Timeline 6 – 8 months	2. January 2018
3. Implementation of Procurement Cards (P-Card) to include policy, process and procedures for the University	3. Procurement of new system; Training and configuration of new system; Modification of policies and procedures in order to streamline the procurement and accountability of new system; Testing the new system; Set target date for going live; End-users and department level training and professional development; Go Live into production with new system.	3. Successful implementation and testing of a new procurement card system, policies, and procedures. This new system will allow departments to streamline their small purchases,	3. Mr. Adam Bustos	3. Timeline 6 – 9 months	3. January 2018

		as well as implementation of policy and procedures that will provide a level of accounting and appropriate expenditures of public funds.			
4. Upgrade of Campus Wireless Access Points	4. Review/ Update technical deployment plan; Procurement of new devices; Training and configuration of new devices; Deployment of new devices; Testing the new devices; Review Report on the effectiveness of new devices and add additional devices if bottlenecks still occur.	4. Upgrade and deployment of new wireless access points. These new devices are geared toward addressing the rapid proliferation of "wifi" ready devices.	4. Mr. Joe Gieri	4. Timeline 3 – 6 months	4. October 2017
5. The goal of the SEM Office is to improve data reporting and analysis using state of the art technology	5. Create a data warehouse that will allow for easy data retrieval and data analytics	5. Number of increased accurate reporting documents	5. All SEM Personnel	5. June 2017	5. Yearly
6. The goal of the SEM Office is to increase communication within university departments/units and with perspective student from inquiry to matriculation stage	6. Purchase CRM; Implement CRM; Maintain CRM	6. Automated communications/communication plan	6. VPSEM/IT Staff	6. May 2017	6. Quarterly
7. Streamline course scheduling.	7. Acquire software that will enable course scheduling and projection of	7. Bring in vendors to demonstrate	7. VPAA, Registrar, ITS, VPFA	7. December 2017	7. Yearly

		needed courses to ensure timely degree completion for students. Establish a working group to review and recommend acquisition.	platforms. Report by the working group with recommendations and rationale for such acquisition and vendor recommendation			
	8. Incorporate technology that facilitates hiring and retention of faculty	8. Implement People Admin software.	8. Train all individuals utilizing the software.	8. AA Office, HR, Deans	8. Spring 2018	8. Yearly
	9. Technology solutions for the academic affairs submission, tracking and monitoring and production of VPAA documents	9. Implement use of Advocate system for dealing with academic petitions 3a. Degree Audit Reporting solutions for scheduling, tracking student progress, and scheduling needs	9. Document problems as implementation occurs and seek solutions.	9. Registrar, Deans, Chairs, Faculty	9. Spring 2018	9. Yearly
6. Highlands University will achieve enhanced communication and efficiency.	1. Website modifications to better organize and present relevant information to each demographic	1. Current student segment was completed in 16-17, and will continue through 17-18 with the addition of policy pages. Faculty, staff and other segments will be updated, along with relevant office information during the 17-18 year	1. Better website traffic flow demonstrated through Google Analytics	1. Rick Loffredo	1. Fall 17	1. Spring 18
	2. HU news radio segments	2. Hired work study to coordinate and produce segments	2. Number of segments produced	2. Sean Weaver	2. Ongoing	2. Spring 18
	3. Usage of social media channels to promote HU's core values	3. Work study began Voices of HU in fall 2017 and will expand through the year.	3. Number of posts produced and reach of each post.	3. Sean Weaver	3. 17-18 AY	3. Spring 18
	4. Expand marketing materials in conjunction with SEM	4. With VP of SEM, identity and fill gaps in our printed/online communications	4. Completed marketing materials	4. Sean Weaver	4. Fall 17	4. Spring 18

	5. Improve communication between the AA office and the Highlands community	5. Hold provost/deans/chair meeting twice a semester	5. Document meeting and set agenda based on community input.	5. VPAA	5. AY18	5. Yearly