

**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:** Office of Research and Sponsored Projects

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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
<p><b>Highlands University will achieve academic excellence, academic integration and student success</b></p>	<p>1. Assist faculty in increasing <u>scholarly grants</u>.</p> <p>2. Assist faculty and administrative staff in increasing <u>service grants</u> that support students engaged in High-Impact Practices.</p>	<p>a. Maintain appropriate and negotiable indirect costs for NMHU.</p> <p>b. Provide up-to-date information on grant opportunities, grants management, and federal/state grant policies &amp; procedures.</p> <p>c. Assist FRC and administration to increase indirect allocation for faculty mini-grants and release time to write grants.</p> <p>d. Assist departments/schools by revising policies governing distribution of indirect funds to return some funds directly to departments/schools</p> <p>e. Coordinate with FRC and departments/ schools to identify research and service interests of faculty and administrative staff <u>and</u> establish mentoring partnerships for grant writing.</p> <p>f. Sponsor grant-writing groups and workshops.</p> <p>g. Post and disseminate research and service grant opportunities to faculty and administrative staff.</p>	<p>Federal Costing Concepts LLC (consultants) complete extended request proposal for Facilities and Administrative (F&amp;A) indirect cost rate.</p> <p>ORSP’s Grants Management Officer participates in National meetings to update program management and grant policies/procedures.</p> <p>Renegotiated policy to switch FRC funding to percentage of indirect funds, increasing allocation from ~4% to 5% for faculty mini-grants and release time to write grants.</p> <p>Renegotiated policy for indirect cost distribution to PI at 15% and PI’s School or Department to 5%</p> <p>20% increase in <u>research grants</u> and <u>service grants</u> as compared to baseline average from 2015-2017.</p> <p>ORSP Graduate Assistant or ORSP designee identifies: (1) upcoming grant workshops;</p>	<p>ORSP staff</p>	<p>US Dept. of Health and Human Services extends NMHU’s F&amp;A indirect cost rate.</p> <p>Policies/procedures are updated &amp; grants management is streamlined annually.</p> <p>Faculty and administrative staff count in ORSP support actions and strategies (See <i>d, e, f and g</i>) annually.</p> <p>Count of submitted and funded research and service grants annually.</p> <p>Publication of a revised indirect allocation.</p> <p>Annual survey of on effectiveness of ORSP actions.</p> <p>Ongoing posting of policies/procedures, grant-writing workshops, and data tracking of grants, &amp; grant opportunities.</p>	<p>June 30, 2018</p> <p>August 2018</p>

**Notes:** Submit plans to your direct supervisor (Dean/Director/VP) by Friday, Sept 29, 2017 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 20, 2017. 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.

		h. Access ORSP consultants to provide feedback to grant proposals.	(2) grant opportunities; and (3) faculty and staff grant awards.			
	3. Assist faculty and staff in publishing research and service findings from grants.	a. Identify sources for publishing research and/or service findings. b. Establish writing and review groups.	20% increase in research and service publications compared to baseline average from 2015-17.	ORSP Staff	Faculty and administrative staff count of annual publications.	August 2018
<b>Highlands University will be a community partner.</b>	1. Assist in establishing LV Summer Collaborative Institute	a. Identify potential funding agencies b. Establish working group of key stakeholders from LV city schools, community, and university. c. Identify major goal, outcomes and academic and sports activities for program. d. Identify faculty and community members willing to spearhead and lead effort.	Submission of proposals seeking funding for Institute.  Funding and implementation for LV Summer Collaborative Institute	ORSP Staff	Fall and Spring submission of grants for funding of Institute	August 2018
<b>Highlands University will achieve technological advancement and innovation.</b>	1. Operationalize Banner Grants Module and use of BDMS	a. Establish a Banner/BDMS working group from Business Office, ORSP, and ITS. b. Establish timeline for training and implementation of module & BDMS.	Working group: (1) Determines software capabilities; (2) Creates steps for implementation; (3) Identifies additional budget needs related to software or resources; & (4) Determines training schedule for module & BDMS	ORSP Staff, ITS, and Business Office	Grants module and BDMS operationalized and implemented to track grant activity.	Spring 2018
	2. Implement software for improving hiring of faculty, staff, and students in grants	a. Participate in People Admin training and implementation. b. Work with HR to review and implement portions related to grants and contracts. c. Use People Admin software for hiring faculty and staff working on grants and contracts.	People Admin used by ORSP.	ORSP staff and HR	Fall 2017	Fall 2017

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<p><b>Highlands University will achieve enhanced communication and efficiency.</b></p>	<p>1. Maintain Research Handbook updates and effectively disseminate its policies to faculty and administrative staff.</p>	<p>a. Update current organizational structure in Research Handbook                      b. Maintain current OMB federal compliance, as needed.                      c. Update current policy process and procedures in the Research Handbook (as needed) to increase efficient administration of university policies.                      d. Provide access to Handbook through a variety of online technologies.                      e. Offer semester workshops on targeted Handbook policies and participate in faculty meetings where relevant Handbook policy issues can be discussed.</p>	<p>Majority of faculty and administrative staff positively rate a better understanding of NMHU's Research Handbook in an annual survey assessment on the effectiveness of ORSP.</p> <p>ORSP Grants Manager will report a decrease in late grant submissions compared to previous years.</p> <p>Board of Regents approve policy procedures if needed.</p>	<p>ORSP Staff</p>	<p>Submission of updates to Vice President of Academic Affairs and to Board of Regents when additions/modifications to the Research Handbook are needed.</p> <p>Faculty and administrative staff report on ORSP's Annual Survey Monkey greater accessibility and understanding of Research Handbook policies and procedures annually.</p>	<p>August 2018</p>
	<p>2. Coordinate education and pipeline grants that are targeted at increasing student success.</p>	<p>a. Increase the role of Academic Deans in research and service efforts.                      b. Increase coordination of Independent Institutes and large grants with appropriate academic units (e.g., ARMAS and CESDP).</p>	<p>Deans participate in grant management and implementation by reviewing grants signing off on grant applications to ORSP.</p> <p>Independent institutes and academic units submit collaborative projects.</p>	<p>ORSP Staff</p>	<p>Annual count of deans signatures identified on grants.</p> <p>Annual count of Collaborative projects between Independent Institutes and academic units increases as compared from previous project year.</p> <p>Project/institute staff and academic faculty report on ORSP's Annual Survey Monkey an increase in collaborative grant for increasing student success.</p>	<p>August 2018</p>
	<p>3. Reestablish Environmental Health and</p>	<p>a. Work with safety officer, faculty, and administration to determine</p>	<p>Environmental Health and Safety Committee policy updated.</p>	<p>Safety Officer</p>	<p>Environmental Health and Safety Committee policy</p>	<p>Spring 2018</p>

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	Safety Committees	<p>committee structure that will meet faculty and university needs.</p> <p>b. Develop proposal for adoption by FRC and administration.</p> <p>c. Update Research Handbook policy on Research Committee membership, meetings, minutes, reporting authority, and duties and responsibilities.</p>	EHS policies approved by FRC, Administration, and BOR Committees.	VPAA, Biology Dept Faculty, ORSP Staff and ORSP Consultant	published in Research Handbook.	
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