

Department/Program: Academic Affairs and the 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>	1. Support University with HED/HLC compliance on academic side.	<p>Coordinate with the Provost, Registrar, Deans, Chairs, Faculty, and Director of OIER as needed to ensure HED/HLC compliance on academic side.</p> <p>Work with HED entities and faculty bodies to ensure compliance with state changes to general education and the common core.</p> <p>Participate in statewide and national meetings to stay current and networked with changes to academic requirements of HED and HLC.</p>	<p>Successful NMHU compliance with HED General Education and Common Course Numbering requirements by Fall 2019.</p> <p>Successful HLC Site Visit in 2020.</p> <p>Continued monitoring of contingent faculty evaluations in the Academic Affairs office.</p>	AVPAA	<p>HED approves re-certification of all NMHU syllabi in the core, and common course numbers are assigned to these courses.</p> <p>HED and HLC approve all submitted substantive change requests.</p> <p>Contingent Faculty evaluation records are accurate and updated.</p>	<p>Fall 2019</p> <p>Summer 2020</p> <p>Ongoing</p>
	<p>2. Establish baselines for ORSP office around grants and indirect costs.</p> <p>3. Assist faculty in writing <u>scholarly grants</u>.</p> <p>4. Assist faculty</p>	<p>Participate in statewide and federal meetings to stay current and networked with changes to academic requirements and grant initiatives.</p> <p>Maintain appropriate and negotiable indirect costs for NMHU.</p> <p>Provide information on relevant grant opportunities, grants management, and federal/state grant policies &amp; procedures.</p>	<p>Complete Substantive Change Requests for Program and Location through the OIER Director and onto HLC.</p> <p>Federal Costing Concepts LLC (consultants) complete extended request proposal for Facilities and Administrative (F&amp;A) indirect cost rate.</p> <p>Renegotiated policy to switch FRC funding to percentage of indirect funds, increasing allocation from ~4%</p>	AVPAA and Grants Manager	<p>US Dept. of Health and Human Services extends NMHU's F&amp;A indirect cost rate.</p> <p>Research Handbook is changed in AY 2019 and approved internally.</p> <p>All departments and relevant staff are consulted about grants in meetings</p>	

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	and administrative staff in writing <u>service grants</u> .	<p>Assist FRC and administration to increase indirect allocation for faculty mini-grants and release time to write and administer grants.</p> <p>Coordinate with programs to identify research and service interests of faculty and administrative staff.</p> <p>Develop a Grants Work Group to work on improvements to both pre-award and post-award processes.</p> <p>Identify and contract with ORSP consultants to for grant preparation and evaluation services.</p> <p>Assist with changes and updates to the Research Handbook</p>	<p>to 5% for faculty mini-grants and release time to write grants.</p> <p>ORSP Graduate Assistant or ORSP designee identifies:                      (1) upcoming grant workshops;                      (2) identify grant opportunities; and                      (3) matching grants to staff and faculty interests.</p>		<p>throughout AY 19 and records of the current interests are kept.</p> <p>Baselines are measured such as: counts of submitted and funded research and service grants annually, indirect allocations, total amount of funded awards.</p> <p>A grants work group is established that meets at least 4X a year.</p> <p>Ongoing posting of policies/ procedures, grant-writing workshops, and data tracking of grants, &amp; grant opportunities.</p>	
<b>Highlands University will be a community partner.</b>	1. Continue to support grant efforts that mutually support the community and Highlands (e.g., with Rio Mora Wildlife refuge, the Forestry and	<p>Establish a baseline number of grant efforts that support the larger community.</p> <p>Identify potential funding agencies for grants that serve the community (e.g., substance abuse prevention or programs that benefit k-12 students in college preparedness).</p> <p>Identify grant-writers to write grants that have the potential to</p>	<p>Establish a record of grant efforts that support the community.</p> <p>Support submission of proposals seeking funding for Highlands and community partners.</p>	ORSP Staff	<p>Fall and Spring submission of grants for funding of grants involving community partnerships.</p>	Ongoing

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	Wildlife Restoration Institute, or Pojoaque public schools).	mutually benefit Highlands and the community.				
	2. Support efforts of grant-writers to manage grants at Highlands that serve the community					
<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 2021
	2. Use OneDrive to maintain copies of current grants	a. Identify list of current grants. b. Ensure PI's and grant manager make PDF documents of most important documents pertaining to the grant. c. Ensure that these documents are kept current on the system.	Critical grant materials are stored online in secure OneDrive account through ORSP office.	Graduate Student Assistant	Grants are stored online by Fall 2020.	Fall 2020
<b>Highlands University will achieve enhanced</b>	1. Maintain Research Handbook updates and effectively	Update the Research Handbook  Provide access to Handbook on the website and through university email.	Research Handbook is changed  ORSP Grants Manager will report a decrease in late grant submissions compared to previous years.	ORSP Staff	Submission of updates to Vice President of Academic Affairs and to Board of Regents when additions/modifications to	August 2019

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<p><b>communication and efficiency.</b></p> <p>disseminate its policies to faculty and administrative staff.</p> <p>2. Ensure greater administrative awareness and approvals of ongoing grant efforts.</p> <p>3. Grow collaborative partnerships between Highlands and other community colleges and university in the state.</p>	<p>Offer semester workshops on targeted Handbook policies and participate in faculty meetings where relevant Handbook policy issues can be discussed.</p>	<p>Board of Regents approve policy procedures if needed.</p>		<p>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>a. Increase the role of Deans and VP's in research and service efforts.</p> <p>b. Increase coordination of Independent Institutes and large grants with appropriate academic units</p>	<p>Communicate with Provost at weekly meetings regarding issues with grants on both pre-award and post-award side.</p> <p>Meet with Deans at Provost Council and in other venues to ensure participation in grant writing, management and implementation.</p> <p>Ensure grant pre-proposals are submitted through the Dean, AVPAA, Provost, and VPFA for approval before submissions of grants.</p> <p>Encourage academic units and various administrative staff entities submit collaborative projects.</p>	ORSP Staff	<p>Annual count of pre-proposals with all administrative signatures completed before grants submitted.</p> <p>Annual count of grants applied for and awarded of collaborative projects between multiple entities on campus.</p> <p>Annual count of grants applied for and awarded of collaborative projects between multiple entities on campus.</p>	August 2018
<p>3. Establish Biohazard Safety CMTE</p>	<p>a. Work with Biochemistry faculty, NHI, and community partners to establish a committee to review biological and chemistry research at Highlands for risks to public health.</p> <p>b. Ensure the CMTE meets NIH standards.</p>	<p>Environmental Health and Safety Committee policy updated.</p> <p>EHS policies approved by FRC, Administration, and BOR Committees.</p>	<p>Safety Officer VPAA, Biology Dept Faculty, ORSP Staff and ORSP Consultant</p>	<p>Environmental Health and Safety Committee policy published in Research Handbook.</p>	Fall 2018

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	<p>4. Conduct a brief historical analysis of the recovery of indirect costs and the three ORSP budgets to determine changes to grants over the last ten years.</p>	<p>a. Work with Restricted Funds Accountants to gain knowledge of changes to grants budgets over the last 10 years at Highlands.                  b. Update administration and faculty as to the results of this analysis.</p>	<p>Analytic report                   Meetings with Highlands faculty, staff, and administration regarding the results</p>	<p>AVPAA, Grants Manager, and Restricted Funds Accountants</p>	<p>Analytic report and record of meetings and forums discussing the history of grants budget at Highlands.</p>	<p>By Fall 2019</p>
	<p>5. Communicate with program officers for various federal, statewide, and foundation grants to determine the status of our grants from the perspective of outside agencies, and to know learn more about further grants for which NMHU could apply.</p>	<p>a. AVPAA visit with program officers in Washington FA 2018 to discuss current and potential federal grants at Highlands.                  b. AVPAA actively communicate in meetings, by phone, and by email with various program officers to ensure compliance and smooth functioning of the grants.</p>	<p>Email records and meeting notes from the discussions with program officers.                   Records of discussions with administrative officials and faculty at Highlands about the outcomes of the meetings with these program officers.</p>	<p>AVPAA</p>	<p>Meeting notes, briefing documents, and travel records associated with contact with program officers.</p>	<p>Ongoing</p>

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