

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: **NMHU Facundo Valdez School of Social Work**

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Strategic Goals for 2020 Planning for FY18-FY22	Unit Goals	Unit Actions/Strategies	Measurable Outcome(s)	Person(s) Responsible	Indicators and Time Frame for Assessment	Date(s) for Review
<p>1.Highlands University will achieve academic excellence, academic integration and student success.</p>	<p>1.Faculty will receive the orientation, training and mentoring necessary to support excellence in the face-to-face or virtual classroom.</p>	<p>1. a. Continue with trainings/orientations for new faculty.</p> <p>b. Training for all faculty related to all modes of delivery (zoom, online, face-to-face)</p> <p>c. Create (e.g., CTE) faculty training videos (or at least cloud recording, distribution).</p> <p>d. Invite CTE to regularly scheduled W morning meetings/faculty meetings</p>	<p>1.a.Trainings and orientations related to teaching and technology.</p> <p>b. same as above</p> <p>c. Online availability of videos.</p> <p>d. Extend invitation.</p>	<p>1. a. MSW & BSW Coord</p> <p>b. CTE; faculty</p> <p>c. CTE</p> <p>d. MSW @ BSW Coord</p>	<p>1.a.Beginning of every semester. During the semester when needed.</p> <p>b. FY 21.</p> <p>c. FY21</p> <p>d. FY19</p>	<p>1.a. August, 2018</p> <p>b.May, 2021</p> <p>c. May, 2021</p> <p>d. May, 2019</p>
	<p>2.Faculty mentoring of contingent instructors will be enhanced and strengthened.</p>	<p>2. a. Set up a requirement or standard related to participation in mentoring for contingent faculty; regularly scheduled (e.g., 1 hr a month) to promote teaching excellence and consistency;</p> <p>b. Set guidelines and training for mentoring.</p> <p>c. Ask mentors to spend more time observing the classroom to allow for more representation of support needs.</p>	<p>2.a. A draft of a recommended requirement for faculty mentoring.</p> <p>b. Handout outlining guidelines for mentoring. Mentee Questionnaire.</p> <p>c. Schedule of classroom observations (suggested two observations per semester). Observation report.</p>	<p>2. Dean; faculty; Prog. Coords.</p> <p>b. Prog. Coords; Faculty</p> <p>c. Dean; Prog. Coords; Faculty mentors.</p>	<p>2.a.FY19</p> <p>b. FY20</p> <p>c. FY21</p>	<p>2.a.May, 2019</p> <p>b. May, 2020</p> <p>c. May, 2021</p>

	<p>3.The system of and approach to student advisement will be strengthened.</p>	<p>3. a. Provide advisement training, including support for use of Degree Audit. b. Build a system for advisee outreach. c. Create an advisor handbook (write down our policies and procedures) d. Achieve more integration between advising and instructing; e. Have consistent advisor assignment across student’s years in program. f. Create more equity across all sites for advising – maybe share in some way. g. Develop advisement-related referral handouts and structure so we know who can help with what.</p>	<p>3.a.Agenda item at faculty mtgs. b. Advisees report support from advisors and confidence in knowledge among advisors. c. Handbook. d. TBD e. Faculty advisor assignments in banner. f. Faculty advisor assignments in banner. g. Handouts; outline of undergrad/grad handbook.</p>	<p>3. a.Faculty b. Faculty Advisors c.Dean; Prog. Coords.; Faculty d. TBD e. Graduate admissions coordinator; Student Support Specialist (SSS) f. Dean; Prog. Coords.; faculty g. Prog. Coords; Grad Admissions Coord; SSS; students</p>	<p>3. a. By Fall, 2018 and ongoing. b. FY21 c. FY22 d. TBD e. By Fall, 2018 and ongoing. f. FY 20 g. FY20 4.a.By Sept., 2018</p>	<p>3.a.Dec., 2018 and annually. b. May, 2021 c. May, 2022 d. TBD e. Dec., 2018 f. May, 2020 g. May, 2020 4.a.Oct., 2018</p>
	<p>4. Build system of student learning outcomes assessment and its use to inform curriculum</p>	<p>4.a.Develop data collection plan for NMHU traits and CSWE competencies.</p>	<p>4.a.Written plan.</p>	<p>4.a.CSWE Chair, work group b. CSWE</p>		

	<p>development</p> <p>5. Faculty contracts will become more diversified within SSW.</p> <p>6. Student conduct matters will be approached in a more systematic approach.</p>	<p>b. Establish data mgt. system</p> <p>c. Collect data.</p> <p>d. Begin data entry and preliminary analysis</p> <p>e. Data analysis on CSWE traits</p> <p>f. Invite faculty and other stakeholders to identify areas of improvement</p> <p>5. Term faculty positions will become a more permanent part of faculty of the School.</p> <p>6. a. Further develop code of conduct to accommodate and put forth best practices, including for alternative modes of delivery.</p> <p>b. Create a committee to help advise and decide on system to address student discipline issues; draw on models from other universities.</p> <p>c. Provide training/support for instructors handling discipline issues in the classroom</p> <p>d. Create a handbook that all students get and receive</p>	<p>b. Written plan and implementation.</p> <p>c. Assign task</p> <p>d. Assign task</p> <p>e. Written report</p> <p>f. Extend invitation; hold forum/meeting.</p> <p>5. Faculty contracts reflecting institutionalization of non-tenure track faculty.</p> <p>6.a. Written code of conduct for SSW students (already exists); alternative modes of delivery other than hard copy;</p> <p>b. Roster of committee members/volunteers.</p> <p>c. Discussed in faculty mtgs – refer to advisor, refer to HUCares.</p> <p>d. FVSSW Student</p>	<p>Chair, work group</p> <p>c. GA</p> <p>d. GA</p> <p>e. CSWE Chair (outcomes assessment rep)</p> <p>f. Dean; CSWE workgroup</p> <p>5. Dean; faculty; VPAA; CBA; HR</p> <p>6.a. Dean; faculty; SSS</p> <p>b. Dean; faculty; Prog.Coords.</p> <p>c. Faculty; faculty mentors.</p> <p>d. Student</p>	<p>b. By Fall, 2018</p> <p>c. By Fall, 2018, Spr. & Summer, 019</p> <p>d. By Spring, 2018</p> <p>e. By Spring, 2018</p> <p>f. By Fall, 2019</p> <p>5. FY22</p> <p>6.a. By Fall, 2018</p> <p>b. By Fall, 2018</p> <p>c. By Fall, 2018 and ongoing</p> <p>d. FY20</p>	<p>b. Dec., 2018</p> <p>c. Dec., 2018; May, 2019; Aug., 2019</p> <p>d. May, 2018</p> <p>e. May, 2018</p> <p>f. Dec., 2019</p> <p>5. May, 2022</p> <p>6.a. Dec. 2018</p> <p>b. Dec., 2018</p> <p>c. Dec., 2018</p> <p>d. May, 2020</p>
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	<p>7.Ensure curriculum is responsive to local/regional needs.</p> <p>8. The School will be reaccredited by CSWE.</p> <p>9. Address student needs post-graduation.</p> <p>10. Academic support strengthened for incoming BSW students in area of writing.</p>	<p>orientation to that lays out expectations for conduct and respect in the classroom, in the field, interpersonally</p> <p>7. a. Become knowledgeable about social work workforce needs in the state (Dr. Terrazas’ report).</p> <p>b. Receive input from Community Advisory Board.</p> <p>8. a. Data collection and writing</p> <p>b. Reaffirmation decision</p> <p>c. Curriculum Committee will conduct a course review of all courses in BSW and MSW curriculum.</p> <p>9. Create partnerships to address lack of supervision for graduates to promote licensure.</p> <p>10. Develop writing for social workers course.</p>	<p>Handbooks</p> <p>7a. Finalized workforce report</p> <p>b. Written summary.</p> <p>8.a.Written documentation.</p> <p>b. Reaffirmation letter</p> <p>c. Suggested revisions made to course syllabi.</p> <p>9. Dean/faculty representation on the supervision/retention committee at UNM and CYFD stipend working group.</p> <p>10. Course syllabus</p>	<p>conduct committee; faculty; SSS</p> <p>7.a. faculty</p> <p>b. Dean; faculty</p> <p>8.a.CSWE chair & work group; faculty; Dean</p> <p>b. CSWE</p> <p>c. Curric Comm</p> <p>9.Dean; faculty; alum</p> <p>10. Faculty; Curriculum Comm.</p>	<p>7.a.TBD</p> <p>b. Start Fall, 2018</p> <p>8.a.Self-study due Fall, 2019; Site visit, spring, 2020; decision, Fall, 2020.</p> <p>b. By Oct., 2020</p> <p>c. FY19 and ongoing</p> <p>9. By FY21</p> <p>10. By FY21</p>	<p>7.a.TBD</p> <p>b. Dec., 2018</p> <p>8.a.Fall, 2020.</p> <p>b. Oct., 2020</p> <p>c. Ongoing</p> <p>9. May, 2021</p> <p>10. May, 2021</p>
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<p>2.Highlands University will achieve strategic enrollment management.</p>	<p>1. Increase enrollment in the School by 3% per year (or establish other target).</p>	<p>1. a. The School will evaluate diversity in enrollment and recruitment efforts and strengthen efforts with under-represented groups. b. The School will evaluate the potential impact of online offerings to enrollment. c. The School will develop recruitment efforts reflecting projected work force needs in different parts of NM. d. Increase faculty participation in recruitment of social work students.</p>	<p>1a. Enrollment data; application submissions. b. Student course evaluations of existing online courses; other methods of evaluation. c. Recruitment plan consistent with workforce report. d. Faculty plan for recruitment.</p>	<p>1.a.Grad coordinator and recruiter; BSW/MSW Coords. b. Dean; Prog.Coords; faculty c.Grad admissions coord; Dean; faculty d. Faculty; Grad admissions coord.; Prog.Coords.</p>	<p>1a. FY19 and ongoing b. FY19 and ongoing c. FY20 d. FY18 and ongoing.</p>	<p>1a. Yearly Review b. Semester Review c.May, 2020 d. Yearly Review</p>
	<p>2.The School will integrate recruitment and enrollment efforts with Office of Strategic Enrollment and Undergraduate Admissions and Recruitment.</p>	<p>2.a. The School will have representation on the Matriculation Task Force for closer coordination and to avoid duplicating efforts. b. Coordinator of Graduate Admissions and Recruitment will work closely with and attend regular meetings of the Offices of Strategic Enrollment and Undergraduate Admissions.</p>	<p>2.a. Identify representative(s) b. Reports from Grad Admissions Coord.</p>	<p>2.a.Grad admissions Coord; Prog. Coords. b. Grad Admissions Coord.</p>	<p>2.a.FY19 and ongoing b. FY2019</p>	<p>2a.May, 2019 b. Yearly Review</p>

	<p>3.The School will increase its efforts and involvement in undergraduate recruitment (first-time freshmen)</p>	<p>c. Graduate and undergraduate applications will go online (Slate).</p> <p>d. SSW Faculty will increase participation in University-wide recruitment efforts</p> <p>3. a. Direct email recruitment of first time freshmen into LC Intro to SW course.</p> <p>b. Rework current Intro to SW course (new title?), broaden content and appeal.</p> <p>c. Keep current Intro to SW course as regular 218 course, to create a bridge between LC and the major at the 300-level.</p> <p>d. Take the 218 Intro to SW course and propose inclusion in articulation agreements with transfer institutions.</p> <p>e. Explore having SW 218 count toward general ed core requirements.</p>	<p>c. Efficient protocols or application processing established.</p> <p>d. Percentage of recruited students that matriculate.</p> <p>3.a. letter mail out and percentage of respondents.</p> <p>b. Revised syllabus and course rubric that meets and exceeds CSWE standards.</p> <p>c. Increase in SW major declared prior to 300-level.</p> <p>d. SW 218 becomes a cross-listed course.</p> <p>e. Increased student interest in social work.</p>	<p>c. Grad admissions coord; Grad and undergrad</p> <p>d. Admissions office; SSW faculty; Grad admissions coord.</p> <p>3.a.BSW Program Coordinator; Instructor of Intro to SW class; undergrad admissions</p> <p>b. BSW Prog. Coord; Instructor of Intro to SW class; Curric. Comm.</p> <p>c.Graduate Admission Coordinator and BSW Coordinator; Intro to SW instructor</p> <p>d. Matriculation and retention committee; registrar's office</p> <p>e. Dean; faculty; Aca Affairs;</p>	<p>c. FY2019</p> <p>d. FY2021</p> <p>3.a.FY18</p> <p>b. FY2021</p> <p>c. FY2019</p> <p>d. FY2021</p> <p>e. FY2022</p>	<p>c. Semester Review</p> <p>d. Semester review</p> <p>3.a.Aug., 2018</p> <p>b. May, 2021</p> <p>c. May, 2019</p> <p>d. May, 2021</p> <p>e. May, 2022</p>
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		<p>f. UGSWA: BSW students to help in recruitment effort, to serve in ambassador role, open up UGSWA to freshmen and sophomores.</p> <p>g. Increase participation of current students and faculty in University-wide recruitment efforts.</p> <p>h. Enlist the assistance of the Student Support Specialist (ABQ) to recruit at high schools.</p>	<p>f. Data collection to monitor student participation.</p> <p>g. Measure level of group participation.</p> <p>h. Recruited high school students matriculate.</p>	<p>registrar's office f. Graduate Admission Coord; BSW/MSW Coord.; Intro to SW instructor</p> <p>g. Grad admissions coord; BSW Coordinator; students; student assoc.</p> <p>h. SSS</p>	<p>f. FY2021</p> <p>g. FY22</p> <p>h. FY21</p>	<p>f. May, 2021</p> <p>g. May, 2022</p> <p>h. May, 2021</p>
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3. Highlands University will achieve a vibrant campus life.	1. Strengthen and institutionalize use of ZOOM to connect student-related activities across SSW sites.	1. Request zoom access for student-related activities (including student orientations).	1. Documentable increased access to students at all SSW locations to student-related activities.	1. Coordinators of activities; SSS; Prog. Coords.	1. FY18	1. May, 2018
	2. Campus Centers will develop an approach for how best to expend campus life monies.	2. Center staff to meet to develop system and plan to spend campus life monies.	2. Campus life monies are drawn down for benefit of students.	2. Center staff; SSS; faculty sponsors of student activity.	2. FY19	2. May, 2019
	3. Student SW Associations (i.e. UGSWA) will be encouraged to be active.	3. Support existing student associations; encourage development of new ones; encourage communication	3. Increased organization by students for students.	3. Students; faculty sponsors of student groups; faculty; SSS	3. FY20	3. May, 2020

	4. The School will explore ways to better support students who travel from a distance to Las Vegas campus.	between students at different sites. 4. Provide lodging and meal allowances for students who commute from Taos and Colo.	4. Taos/Colo students will have lodging and meal expenses covered.	4. Grad admissions coord.	4. FY18	4. Aug., 2018
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4. Highlands University will be a community partner.	1. The Field Education program will work collaboratively with community partners to provide opportunities for student learning.	1.a. Increase the number of approved practicum sites.	1a. Set benchmark to increase available field placement sites.	1a. Field Director, Field Coordinator, Field Advisory Comm.	1.a. FY19 and ongoing	1.a. May, 2019
		b. All SSW sites will use IPT as a uniform method for managing field practicum information.	b. All sites will be trained in and will utilize IPT.	b. Field Director; Field Coordinator; Field admins.	b. FY20	b. May, 2020
		c. Field vacancies will be filled to ensure that the field department effectively meets its goals.	c. All Field vacancies will be filled.	c. Field Director, site specific Field Coordinator, Hiring Committee, HR	c. FY19	c. May, 2019
	2. A Community Advisory Board will be (re)established.	2.a. Develop and maintain Community Advisory Board for the School of Social Work (all sites), to include recruitment of new members, creation of a new leadership structure, and	2.a. Community Advisory Board members will be identified.	2.a. Dean; faculty; field staff	2.a. FY21	2.a. May, 2021

	<p>3. The School will increase educational and community partnerships.</p>	<p>establishment of policies and procedures. b. Incorporate the field advisory committee into the larger Community Advisory Board.</p> <p>3.a. Increase partnerships with CNM, UNM, and other educational institutions to enhance access to resources.</p> <p>b. Increase community partnerships to meet the unique workforce needs of our communities.</p> <p>c. Faculty and students will engage in community involvement efforts. (existing educational partnerships (such as Adolescent Hlth and Development project with UNM and Native American Social Work Studies Institute)</p>	<p>b. Invite members of field advisory committee to join larger Community Adv. Board</p> <p>3a. By end of FY 18-19 meeting will be conducted with a minimum of 2 other institutions to discuss sharing of resources.</p> <p>b. Administer survey to community partners to identify workforce needs at all sites.</p> <p>c. Meet with a minimum of 1 community partner per social work site (total of 5). -Identify a faculty member to support SLAD efforts. -Announce/post civic engagement opportunities monthly for students. -Support SW Student Association</p>	<p>b. Field staff; Members of Field Advisory Committee.</p> <p>3a. Dean, Social Work Student Support Specialist, Field Director, BSW/MSW Coordinators</p> <p>b. Dean Duran, Field Director, Field Coordinators, Site Directors</p> <p>c. Dean, Field Director, Field Coordinators, Site Directors</p> <p>-Dean Duran, Faculty member</p> <p>-faculty members, students; librarian</p> <p>-faculty contact for student groups, students, Dean, faculty members</p>	<p>b. FY21</p> <p>3.a.FY19</p> <p>b. FY22</p> <p>c. FY19</p> <p>4.a.FY22</p>	<p>b. May, 2021</p> <p>3.a.May, 2019</p> <p>b. May, 2022</p> <p>c. May, 2019</p> <p>4.a.May, 2022</p>
	<p>4. The Continuing Education program will expand.</p>	<p>4.a. Continuing Education will widen its reach to include use of Zoom</p>	<p>4.a. Set up plan for Continuing Education opportunities online.</p>	<p>4.a. CEU Coord, Dean, IT Department</p>		

		<p>technology; add staff positions.</p> <p>b. Create a marketing strategy that is responsive to the learning needs of the community, to include a survey.</p> <p>c. SSW faculty members will increase representation in continuing ed presentations.</p> <p>d. Restore the integrity of the substance abuse conference.</p>	<p>- Online CEU opportunities to be available.</p> <p>b. Survey to be administered. Use survey to inform CEU opportunities for FY20.</p> <p>c. SSW faculty will represent 10% of the presenters for continuing ed.</p> <p>d. Hold meeting with stakeholders to discuss reinstating the substance abuse conference by Dec. 2018.</p> <p>5. Complete Alumni Survey by end of FY 18-19. Administer survey at start of Fall 2019 semester.</p>	<p>b. CEU Coord, SSW Faculty</p> <p>c. CEU Coord; Dean, Prog. Coordinators, faculty.</p> <p>d. Dean, faculty, students, community partners.</p> <p>5. Faculty; Dean; SSS</p>	<p>b. FY19</p> <p>c. FY21</p> <p>d. FY21</p> <p>5. FY19</p>	<p>b. May, 2019</p> <p>c. May, 2021</p> <p>d. May, 2021</p> <p>5. May, 2019</p>
	<p>5. The School will strengthen alumni relationships.</p>	<p>5. Create and conduct alumni survey.</p>				

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<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>1. The School will develop a plan for delivery of online courses, in the context of overall readiness of NMHU to increase online offerings.</p>	<p>1. Identify faculty interested in delivering courses online. -Form a committee -Develop baseline data regarding modes of delivery for online courses. Develop a plan -disseminate plan for wider review and comment</p>	<p>1.Written document. -Have an approved curriculum delivery plan by May, 2019 for online courses.</p>	<p>1.MSW Coord (Dr. Coggins) will lead the effort on development of online plan. Dean and other faculty members with online expertise and interest to contribute.</p>	<p>1. FY19</p>	<p>1.May, 2019</p>
	<p>2.The School will continue to offer and increase online synchronous and asynchronous electives accessible to students at all sites.</p>	<p>2. Identify courses -Identify modes of delivery</p>	<p>2.Online courses offered and indicated in schedule on banner.</p>	<p>2. Dean; faculty; Prog. Coords.</p>	<p>2. FY19</p>	<p>2. Dec., 2018</p>
	<p>3. Faculty and staff of the School will receive more training and orientation regarding use of IT in general.</p>	<p>3. Identify technological needs for various forms of delivery -</p>	<p>3.Faculty and staff will have increased knowledge and skills.</p>	<p>3.Dean; IT; CTE</p>	<p>3.FY19</p>	<p>3.May, 2019</p>
	<p>4.The School will pilot the offering of core social work classes as online asynchronous and/or blended.</p>	<p>4.Identify appropriate classes.</p>	<p>4.Increase in onlins syn and asyn classes offered and indicated in schedule on banner.</p>	<p>4.Dean; Prog. Coords; Faculty</p>	<p>4.FY19</p>	<p>4.Dec., 2018</p>
	<p>5. The School of Social Work will improve technological readiness for online delivery of courses.</p>	<p>5. Will identify training needs.</p>	<p>5. School will have increased knowledge and preparation.</p>	<p>5.IT/CTE (Univ); Dean; faculty</p>	<p>5. FY21</p>	<p>5. May, 2021</p>
	<p>6. The School will develop distance strategies for use in field practicum education.</p>	<p>6. Will identify uses of technology in field ed.</p>	<p>6. Field practicum constituencies will receive services via use of technology.</p>	<p>6. IT/CTE; Field staff; field admins</p>	<p>6. FY21</p>	<p>6.May, 2021</p>

	<p>7. The School will increase the use of synchronous and asynchronous online approaches to providing student support.</p> <p>8. Roswell MSW program will incorporate new ways of utilizing technology to maintain and/or increase enrollment.</p>	<p>7. Will learn from existing student services that utilize technology.</p> <p>8. Roswell program may serve as testing ground for developing online program.</p>	<p>- Have an approved online field education plan by December 2018</p> <p>7.SW students will receive student support services via technology.</p> <p>8. Written plan outlining short-term and long-term goals for Roswell.</p>	<p>7. Dean; SSS; Prog. Coords.</p> <p>8. Dean; MSW Prog. Coord; faculty; Roswell faculty</p>	<p>7. FY20</p> <p>8. FY20</p>	<p>7. May, 2020</p> <p>8. May, 2020</p>
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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
6. Highlands University will achieve enhanced communication and efficiency.	1. The School will continue to use Zoom technology for faculty/staff meetings and committee meetings.	1. Continue with current practices.	1. Documented in meetings minutes.	1. Dean; Prog. Coords; admins	1. FY18	1. May, 2018
	2. Share Point will become a primary source of organization of School documents, including course syllabi and meeting minutes.	2. Develop expertise and knowledge base in share point.	2. Establishment of share point folders for SSW.	2. ABQ Librarian	2. FY19	2. Dec., 2018
	3. Faculty and staff will receive training from IT in use of Share Point and One Drive.	3. Contact IT staff for training.	3. Faculty and staff will have expertise in share point and one drive.	3. Dean; ABQ Librarian	3. FY19	3. Dec., 2018
	4. School administration, faculty and staff will make periodic visits across sites to ensure uniform implementation of policy and	4. Identify faculty and staff who will travel between locations.	4. Locations will have received visits from faculty/staff at other sites.	4. Prog. Coords; Field staff; Dean; faculty	4. FY19	4. Dec., 2018

	<p>to strengthen the connection between School locations.</p> <p>5. The School will develop an organizational chart that accurately reflects current structure of the organization.</p> <p>6. The School will increase use of social media to increase visibility and to expand methods of communication with wider SSW community.</p>	<p>5.Look at existing org charts; develop draft of new chart; distribute for feedback.</p> <p>6. Reactivate FVSSW Facebook page.</p>	<p>5.New org. chart.</p> <p>6.Active FB page.</p>	<p>5. Leadership and Admin faculty; Dean; faculty and staff.</p> <p>6. ABQ librarian</p>	<p>5.FY19</p> <p>6.FY18</p>	<p>5.May, 2019</p> <p>6.Aug., 2018</p>
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