

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:

Main Contact: *Office of the Registrar; Thomasinia Ortiz-Gallegos, University Registrar* **Email:** *togallegos@nmhu.edu* **Phone:** *505.454.3405*

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>1. Highlands University will achieve academic excellence, academic integration and student success.</p>	<p>1. Degree plans, degree works and scheduling integration</p>	<p>1a. Collaborate with academic units to ensure Academic Roadmap available for each program 1b. Review and ensure alignment of current degree plans in catalog and as scribed in Degree Audit 1b.b Review of all GRADUATE programs as those entered previously were incorrect – each must be aligned. TOG 8/31/18 1c. Develop advanced scheduling and program plans in terms of approved academic calendar 1d. Propose an advanced</p>	<p>1a. An integrated approach to calendaring, scheduling, and degree plans is approved and in effect 1b. Part of measurable improvement in retention, degree completions, reduction in paperwork for Office of Registrar and department schedulers</p> <p>1b.b Each Graduate program will be reviewed and updated. (TOG 8/31/18)</p>	<p>AC, GS, TOG</p> <p>1b.b AC, AB, TOG (TOG 8/31/18)</p>	<p>Analysis and pilot program in place by SU18 Results of pilot FA18 Proposal of all programs</p>	<p>FA18 SP19, prior to call for FA19 schedule (TOG 8/31/18)</p>

	<p>2. Review and recommend policies as identified as needed based on current and upcoming enrollment trends, and needs for proper alignment of processing processes.</p>	<p>scheduling plan for approval by AAC, FS, VPAA</p> <p>1e. Use Social Work as pilot program</p> <p>2. Collaborate and develop catalog policy task force.</p> <p>2a. Review all current policies, ensure alignment and propose recommendations through academic affairs.</p> <p>2b. Follow-up with necessary campus communication and catalog updates.</p>	<p>2. Meet monthly to review each section of the undergraduate and graduate catalogs and discuss needs.</p> <p>2a. Mark each section as complete after each discussion and forward all recommendation to Academic Affairs Committee as needed.</p> <p>2b. Corrections or changes made in appropriate areas, i.e. catalog, online, forms.</p>		<p>Taskforce to begin review Fall 2017. Completion by Spring 2018, and final implementation end of Spring 2018 with updates in 18/19 catalog. Updated for new academic year and catalog year. (TOG 8/31/18)</p>	<p>Ongoing per semester (TOG 08/31/18)</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Recommendation(s)</p>	<p>Challenge(s)</p>	<p>Budget Consideration (Yes / No)</p>		
<p>1. Ongoing</p> <p>Catalog updates require constant review and assurance Degree Audit is aligned appropriated.</p>	<p>Ongoing through academic year 2017-2018.</p>	<p>Develop a focus group within each academic unit to ensure catalog is aligned with each program of study and each degree audit based on catalog year.</p> <p>Each department chair for each academic unit received updated catalog information and was requested to review and update</p>	<p>Each action item is a constant and ongoing. There is never really a final completion date.</p> <p>Membership for each focus group and task force may change; therefore, ideas and thoughts will also change.</p>	<p>No</p>		

<p>Provided a greater sense of communication with academic units to ensure POS' is aligned with catalog and DA.</p> <p>2. Ongoing</p> <p>As catalog has been reviewed and updated, so has the contents. Academic units and committee members have begun to engage in communication and discuss possible recommended changes.</p>		<p>as needed. Many changes were submitted and approved through AAC for the 18-19 catalog. TOG 8/31/18</p> <p>Develop task force to review all catalog policies and generate recommendations as needed based on enrollment trends and up-to-date practices.</p> <p>A subcommittee evolved through the AAC that included UG and GR faculty. Several policies were reviewed, developed and discussed. One policy went through the entire process for approval and was updated in the 18-19 catalog. TOG 8/31/18</p>		<p>The review process for each policy takes time. Changes are not immediate and each unit has a different interpretation. There are a number of layers that review, and consideration prior to approval. TOG 8/31/18</p>		
<p>2. Highlands University will achieve strategic enrollment management.</p>	<p>1. IDI</p>	<p>1a. Collaborate with ITS, and academic units to ensure programs are aligned with Banner coding and reports</p>	<p>1a. Completion of project as submitted to UNM project directors. 1b. Maintenance and updates as changes processed in academic affairs.</p>	<p>AC, TOG</p>	<p>Submission of appropriate documentation to UNM project managers July 2017.</p>	<p>Ongoing as needed by IDI project managers. End of Fall 2017 term. End of Spring 2018 term.</p>

		written and submitted and necessary			<p>On-going maintenance with updated program information. New IDI data entry graduate student. (TOG 8/31/18)</p> <p>Live online date as determined by IDI project managers. Changes reflective as approved through Academic Affairs Committee.</p>	<p>On-going maintenance. Update completed by Fall 2018. (TOG 8/31/18)</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<p>Achieved/Ongoing</p> <p>IDI reports have been submitted to our UNM Counterparts.</p>	<p>Implementation should be by end of Fall 2017. Extended due to updated programs and Grad data entry person. (TOG 8/31/18)</p>	<p>Continued communication and collaboration with IDI Counterparts, and ITS team as additional information may be needed.</p>		<p>Coding was different, and each code had to be reviewed and updated accordingly. All coding is now up-to-date, and will be reflected appropriately in ID program.</p> <p>New graduate student to oversee project (TOG 8/31/18)</p>		<p>NO</p>

<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>						
<p>4. <i>Highlands University will be a community partner.</i></p>	<p>1. Update and appropriately align articulation agreements with updated academic programs. 2. Update degree audit to reflect articulation agreements (community partnership as agreements are from various community colleges).</p>	<p>1. Review all current articulation agreements. 1a. Address alignment issues with academic units. 1b. Revise agreements as needed. 2. Collaborate with ITS and team members to identify processes to update articulation agreements in degree audit.</p>	<p>1. Corrected agreements in system as appropriated. Provided update of agreements to academic units. (TOG 8/31/18)</p>	<p>AC, TOG</p>	<p>2017/2018 comparison with agreements.</p>	<p>Review of current catalog end fall 2017. Review of updated catalog Spring 2018.</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Recommendation(s)</p>		<p>Challenge(s)</p>		<p>Budget Consideration (Yes / No)</p>
<p>1. <i>Ongoing</i> Catalog changes reflect appropriately needed changes in articulation agreements.</p>	<p>Currently catalog changes by December 2017.</p>	<p>Automate appropriately alignment of catalog changes with each articulation agreement. Must create a workflow.</p>		<p>Implementation and automating system. No one person directed to oversee articulation agreements (TOG 8/31/18)</p>		<p>YES (Automated catalog implementation) Transfer Evaluation System (TOG 8/31/18)</p>

<p>Each agreement is being reviewed and updated as needed.</p> <p>2. Ongoing</p> <p>Changes will be needed as catalog changes made.</p>				<p>MOST UG changes updated appropriately. Several GR programs are not aligned due to how they were originally entered. Will have complete review AY 18/19. (TOG 8/31/18)</p>	<p>Transfer Coordinator (TOG 8/31/18)</p> <p>Assistant Registrar to assist with curriculum oversight and alignment (TOG 8/31/18)</p>	
<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>1. e-catalog or other electronic catalog services</p> <p>1a. Third party transcript provider (TOG 8/31/18)</p> <p>2. Automated scheduling system</p>	<p>1a. Set up demo of e-catalog 1b. At least 2 demo sessions with plenty of opportunity for university community attendance 1c. Feedback 1d. Costs/licensing information 1d. Review options 1e. Develop rationale and benefits 1f. Invite campus participants to be part of the task-force.</p> <p>1a.a Set up demo of provider</p> <p>2a. invite campus participants to be part of task-force.</p>	<p>1. Electronic catalog is approved and implemented</p> <p>1a.a Electronic process</p> <p>2. Automated scheduling system is implemented</p>	<p>TOG, AC, ITS team</p> <p>TOG, SD, ITS team</p>	<p>FA17 for demos of product SP18 proposal SU18 implementation for new catalog year</p> <p>Spring 2018 demo</p> <p>FA17 for demos of product SP18 proposal</p>	<p>After demos, feedback FA17</p> <p>Feedback and implementation</p> <p>All forms should be electronic by end of Spring 2018</p>

	<p>3. Automate majority of forms used in office</p> <p>4. Develop process for multiple parts-of-term for short term and intercession courses.</p>	<p>2b. Identify and schedule scheduling systems demo. 2c. Gather Feedback 2d. costs/licensing information 2e. Develop rationale and benefits 3a. Identify all forms used 3b. Streamline forms 3c. Get feed-back from academic units 3d. Collaborate with ITS/University Relations for PDF electronic signatures.</p> <p>4a. Collaborate with academic affairs and academic units to identify additional parts-of term 4b. Collaborate with ITS to ensure alignment in Banner and Degree Audit 4c. Provide structure and outline of identifiable parts-of term 4d. Automate scheduling system for multiple parts of term</p>	<p>3. Automated processing and forms implemented.</p> <p>4. Automated process and implementation.</p>		<p>SU18 implementation for new system</p> <p>Fall 17 review forms SP 18 implementation of forms</p> <p>Fall 17 communication with Academic Affairs committee to discuss opportunities</p> <p>Spring 18 develop parts-of term structural layout</p> <p>Spring 18 implementation as needed</p>	<p>Review each semester as needed by academic units.</p>
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Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
<p>1. <i>Ongoing/Achieved</i></p> <p>A few vendors have reached out and will be scheduled to present an automated catalog system.</p> <p>A task force will also be generated to participate with the presentations and make recommendations.</p> <p>2. Ongoing</p> <p>A few vendors have reached out and will be scheduled to present an automated scheduling system.</p> <p>A task force will also be generated to participate with the presentations and make</p>	<p>1. Fall 2017 to identify the appropriate vendor. Presentation and recommendation to VPAA for funding needs.</p> <p>1a. Spring 2018 demo done, and finalization of approval for Credentials to be provider. (TOG 8/31/18)</p> <p>2. Fall 2017 to identify the appropriate vendor. Presentation and recommendation to VPAA for funding needs.</p>	<p>1 and 2. Reach out to colleagues from other universities to identify their automated system.</p> <p>1a. Continued review to ensure Credentials is the best provider. (TOG 8/31/18)</p> <p>3. Continue to work closely with University Relations to identify feasible processes to automate with electronic signature.</p> <p>4. Collaborate with other universities who offer multiple parts-of-term and identify a seamless implementation process for schedule, closing to post grade, roll overs, etc.</p>	<p>Proper alignment with Banner. Identifying appropriate implementation phases.</p> <p>4. Training</p>	<p>1. YES 1a. NO 2. YES 3. NO 4. NO</p>

<p>recommendations.</p> <p>3. Ongoing</p> <p>4. Ongoing</p>	<p>3. End of Fall 2017 process should be complete for all Registrar's forms.</p> <p>4. End of Spring 2018 semester implementation should be completed.</p>					
<p>6. <i>Highlands University will achieve enhanced communication and efficiency.</i></p>	<p>1. Automate processes</p> <p>2. Degree works</p>	<p>1a. SSB change major</p> <p>1b. Project plan with ITS needed</p> <p>1c. Testing</p> <p>2a. Report function: Per Ellucian, ITS turns on report function</p> <p>2b. RFP for report function training</p> <p>2c. Test ways of imputing a grad student's POS</p> <p>2d. Test functionalities of upgraded DW</p> <p>2e. Test how DW might be impacted by advanced scheduling</p> <p>2f. DW course connected to advanced</p>	<p>1a. Implementation</p> <p>1b. Automatic updating of major and adviser— improved student satisfaction</p> <p>2a. Implement functionalities as they are successfully tested and understood</p> <p>2b. DW upgrades lead to improved advising and student outcomes</p>	<p>TOG, AC, GS, AB</p>	<p>FA17: proposal submitted again</p> <p>SP18: implemented, tested and live</p> <p>SP18: identify and implement DW components</p>	<p>SP18 (BANNER 9 upgrade Fall 2018 TOG – 8/31/18)</p> <p>After DW upgrade by Ellucian, review: TBD</p>

	<p>3. Restructure organizational Chart within Department to reflect current staffing, and current staffing needs.</p>	<p>scheduling and roadmaps</p> <p>3. Identify needs of Department to meet the current university vision and enrollment trends.</p> <p>3a. Review all job descriptions and make adjustments as needed.</p> <p>3b. Ensure appropriate training and tools provided for each team member to fulfill responsibilities.</p>	<p>3a. Collaborate with team members to identify needs.</p> <p>3b. Collaborate with HR to identify changes to job descriptions.</p> <p>3c. Conduct trainings.</p> <p>Transfer coordinator, Assistant Registrar, Business Analyst (TOG 8/31/18)</p>		<p>Cost benefit analysis: FA17 Proposal and implementation: Summer 18</p> <p>SP18: analysis SU18: first set of initiatives Ongoing review and updates</p> <p>FA17: review SP18: proposal</p> <p>Workorders through Facilities and ITS to move desks, computer and phone lines</p>	<p>Immediate action upon approval</p> <p>End of term</p> <p>TBD with Grad Office</p> <p>SU18</p> <p>FA17</p>
	<p>4. Centralize VA functions</p>	<p>4a. Review and update Veteran Coordinator duties</p> <p>4b. Obtain information on use of VA benefits, etc.</p> <p>4c. Proposal for centralization</p>	<p>4a. Proposal is adopted</p> <p>4b. Implementation</p>			
	<p>5. Grad Office/RO process improvements</p>	<p>5a. Review of current processes</p>	<p>5. Paper processing is significantly reduced</p>			

	<p>6. Transcript process review</p> <p>7. Customer service, FERPA compliance, Safety in RO lobby</p> <p>8. Review all forms for improved communication and efficiency</p>	<p>5b. Proposed elimination of paper-based process for work-flow or quick-flow processes</p> <p>6a. Review current transcript request process</p> <p>6b. Compare with other institutions</p> <p>6c. Adopt best model</p> <p>7a. Front-counter for staffing</p> <p>7b. Create a focal point for customer service, traffic control and staff safety</p> <p>8a. Review signatures on forms for eliminations, necessity, etc.</p> <p>b. Propose reductions to Provost, Deans, AAC</p>	<p>6. Reduction in student issues related to transcript requests</p> <p>7. The Office of the Registrar will create a welcoming area with a pleasant waiting space as staff become available to assist.</p> <p>8. Implementation, reduction of paperwork, routing and improved efficiency.</p>		<p>FA17: focus on most used forms and processes FA17: update forms SP18-SU18: ITS solutions for forms and processes FA18</p> <p>FA17: gather information on process FA17: begin using process</p> <p>FA17: update registrar email calendar SP18: recommendations</p>	<p>Midterm each semester</p> <p>TBD: University Relations</p> <p>TBD: ITS</p> <p>Fall 2018 final view with annual</p>
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	<p>9. Review use of social media for communication of academic calendar dates to students</p> <p>10. Begin development of calendaring that will contribute to a University-wide calendar</p> <p>11. Develop a guide to Office of Registrar functions and</p>	<p>c. Redesign forms</p> <p>9a. Gather information of the use of social media to push dates to students: e.g., the last day to drop vs. withdrawal</p> <p>9b. Work with University Relations on process</p> <p>9c. Use calendar (see #11) to send reminders to students in advance, term by term</p> <p>10a. Investigate best calendaring options</p> <p>10b. Use calendar to note all important dates</p> <p>10c. Work with other departments to eventually create a comprehensive University calendar</p> <p>11a. Gather topic areas from staff and faculty</p> <p>11b. Begin compiling</p>	<p>9a. Proactive engagement with students regarding important academic calendar dates</p> <p>9b. Reduce student confusion</p> <p>9c. Reduce student appeals</p> <p>11a. An in-office calendar in which dates, staffing, etc. is</p>		<p>Fall 17, Spring 18: information gathering and preparation</p> <p>Fall 18: publication</p>	<p>academic review and revisions as necessary</p>
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Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. OnGoing	End of Fall 2019	Work with University Relations to ensure proper process for automation with PDF and electronic signature is conducted.	None	NO

<p>2. OnGoing</p>	<p>Banner 9 upgrade time completion Sept. 2018. (TOG 08/31/18)</p>	<p>Continued collaboration with ITS team in identifying opportunities of reporting through degree audit.</p>	<p>Training and conversion is right in the middle of starting for Fall 2018. (TOG 8/31/18)</p>	<p>Yes – Training conference and online training model. (TOG 8/31/18)</p>
<p>3. Ongoing</p>	<p>No completion date as Degree Audit continues to evolve so will the opportunities for reporting. However, each update of the catalog will be scribed immediately in Banner to avoid advisement errors.</p>	<p>Collaborate with Human Resources to ensure proper process is followed. Communicate with Dr. Gonzales to ensure proper vision in consideration with the University in its entirety.</p>	<p>None, at this time</p>	<p>NO</p>
<p>3. Achieved</p>	<p>FY end June 30 Successful completion.</p>	<p>Collaborate with all campus centers to have a certifying officer in each location. Each center has an identified certifying officer. (TOG 8/31/18)</p>	<p>Redefining positions and job description – reclassification.</p>	<p>YES – Possibly</p>
<p>5. Ongoing</p>	<p>FY end June 30 (Ongoing)</p>	<p>Continued collaboration with Grad Office and changes will be needed as Graduate Handbook is reviewed and revised.</p>	<p>Additional duty for employees.</p> <p>Communication and consolidation</p>	<p>Possibly</p> <p>No</p>

6. Achieved	FY end June 30	Continue to review the process to ensure efficiency and seamless processes.	None	NO
7. Achieved	Successfully completed	Continue review of processes and procedures to ensure best customer service.	None	NO
8. Ongoing	Summer end 2017 Continuous	Continue review and collaboration with all partner offices and student needs. Automate as much as possible with electronic signatures.	Challenge to maintain all	No
9. Ongoing	Continuous/ Fall 2018	Continuous updates in Ellician GO App, updates on Website, appropriate links from catalog. Updates on all social media, radio, online and Bright Space. (TOG 8/31/18)	Not one person to oversee all communication strategies – my overlook areas. (TOG 8/31/18)	NO
10. Ongoing	Repetitive from #9	Ensure proper alignment between undergraduate catalog and practices.	Changes and oversight of calendar. (TOG 8/31/18)	No
11. Ongoing – In-Progress	Continuous/by Academic year	Ensure proper alignment between graduate catalog and graduate handbook. Develop a check list for each academic unit/program.	Each area does something different; however provides great opportunity to develop and implement something substantial for all to follow. Banner 9 changes to manual. (TOG 8/31/18)	