

**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:** **Sociology, Anthropology & Criminal Justice**

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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
1. <i>Highlands University will achieve academic excellence, academic integration and student success.</i>	<ol style="list-style-type: none"> <li>Promote and involve department in University Learning Communities.</li> <li>Continue to improve teaching pedagogy to enhance student success.</li> <li>Continue to review and update the curriculum for our various disciplines.</li> <li>Improve lines of communication with Center faculty and Directors.</li> <li>Continue to improve evaluation of Center faculty.</li> </ol>	<ol style="list-style-type: none"> <li>Continue to participate in Learning Communities when possible.</li> <li>Have department faculty review their teaching pedagogy and participate in faculty development opportunities when available.</li> <li>Conduct annual reviews of curriculum to assess for relevance. Modify curriculum when necessary.</li> <li>Include Center faculty in department &amp; discipline meetings. Communicate directly with Directors on scheduling and program issues.</li> <li>Conduct annual reviews of all Center faculty.</li> </ol>	<ol style="list-style-type: none"> <li>Class schedules indicating departmental involvement in Learning Communities.</li> <li>Evidence of faculty participation in faculty development activities.</li> <li>Review course enrollments and course evaluations.</li> <li>Department meeting agendas &amp; minutes indicating increased participation.</li> <li>Annual review materials on file in department offices.</li> </ol>	<ol style="list-style-type: none"> <li>Erika Derkas (sociology)</li> <li>Gloria Gadsden (sociology &amp; CJS)</li> <li>Rebecca Alvarez (sociology &amp; CJS)</li> <li>Mario Gonzales (anthropology)</li> <li>Orit Tamir (anthropology)</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>Annually</li> <li>Annually</li> <li>Annually</li> <li>Annually</li> </ol>	<ol style="list-style-type: none"> <li>Spring/summer each year</li> <li>Spring/summer each year</li> <li>Spring/summer</li> <li>Spring/summer</li> <li>Spring/summer</li> </ol>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
Achieved/Ongoing 1. We are participating in two Learning Communities	1, 2, 4 & 5 ongoing. 3. Continue review of curriculum.	<ul style="list-style-type: none"> <li>Continue with current practices, participation in Learning Communities and faculty trainings.</li> <li>Complete review of Sociology &amp; Anthropology</li> </ul>	- We would like to have our Center faculty member participate in more meetings in person (Zoom is used	No for 1, 2, 3, & 5. For Goal 4, Yes for		

<p>(LC) this fall, one in Anthropology and one in Sociology. Last fall we participated in one LC in Sociology and one in Criminal Justice Studies.</p> <p>2. Faculty are encouraged to continually evaluate their teaching pedagogy. Several faculty members have participated in training opportunities with EOS and with the CTE.</p> <p>3. We are currently reviewing the undergraduate curriculum in both Anthropology and Sociology. A proposal is currently under consideration among anthropology faculty and changes to the sociology concentrations in our major are still under discussion. The aim is to assess our programs for currency, relevance, rigor, and to make the programs more attractive to students.</p> <p>4. Our Center Faculty member has attended all department and discipline meetings this year in person or via Zoom and has been involved in discussions on all scheduling and program issues.</p> <p>5. An Annual Review was conducted of our one Center faculty member this past fall semester. Additionally, the department chair performed a classroom observation of</p>		<p>curriculum by spring semester.</p>	<p>primarily now), but our reduced travel budget makes this difficult.</p>	<p>travel for Center Faculty to Department meetings once monthly.</p>
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the Center faculty member on two occasions this spring semester.				
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<p><i>2. Highlands University will achieve strategic enrollment management.</i></p>	<p>1. Improve advising practices through degree completion. 2. Expand course offerings &amp; program at the Centers. 3. Work with the offices of Strategic Enrollment Management, Recruitment, &amp; University Relations to enhance recruitment efforts and graduation rates.</p>	<p>1. Make full use of Degree Audit in advising students and document sessions in Degree Audit. 2. Encourage faculty to offer courses at the Centers &amp; look into possible program expansion at the Centers if the numbers justify such expansion. 3. Cooperate with initiatives initiated by the offices of SERM &amp; UR.</p>	<p>1. Review of Degree Audits. 2. Class schedules and enrollment numbers. 3. Development of recruitment materials for departmental programs.</p>	<p>1. Erika Derkas (sociology) 2. Gloria Gadsden (sociology &amp; CJS) 3. Rebecca Alvarez (sociology &amp; CJS) 4. Mario Gonzales (anthropology) 5. Orit Tamir (anthropology)</p>	<p>1. Review annually 2. Review annually 3. Review annually</p>	<p>1. Spring / summer 2. Spring / summer 3. Spring / Summer</p>
<p><b>Action Status w/Description (Achieved, Ongoing, Stop)</b></p>	<p><b>Completion Date(s)</b></p>	<p><b>Recommendation(s)</b></p>	<p><b>Challenge(s)</b></p>	<p><b>Budget Consideration (Yes / No)</b></p>		
<p>Achieved/Ongoing 1. Degree Audit is being used in advising students in our programs. 2. Additional courses have been offered at the HEC this spring in Anthropology. We continue to offer CJS courses at the Centers and have expanded those offerings via Zoom, blended, and online modalities. We are also currently working on an Articulation Agreement with Luna Community College. 3. Faculty participate in</p>	<p>Ongoing. We are also discussing ways of improving faculty advising in our department and ensuring full participation by students.</p>	<ul style="list-style-type: none"> <li>- Continue with current practices and expand use of Degree Audit and advising tracking systems.</li> <li>- Pursue additional articulation agreements with state and regional community colleges.</li> <li>- Explore offering our Sociology &amp; Anthropology major at the Centers.</li> </ul>	<ul style="list-style-type: none"> <li>- There is no mandatory advising system at the university, so students can register for classes without seeing an advisor. We are discussing ways of getting fuller (if not full) advisement of department majors through contacting students in class, via email, etc. to increase participation.</li> </ul>	<ul style="list-style-type: none"> <li>- 1, No. For #2, to expand offerings in Criminal justice at the Centers we would likely need additional faculty resources. For #3 will need monies for recruitment efforts.</li> </ul>		

<p>Attendance Alert and Early Alert programs to identify students at risk academically. Department faculty also participate in all New Student Orientations and other activities set up by the Recruitment and Strategic Enrollment Management (SEM) offices.</p> <ul style="list-style-type: none"> <li>- Dr. Tamir will employ Service Learning in upper division classes to help in recruitment efforts during Pueblo Feast Days.</li> <li>- Dr. Tamir plans to engage students in Service Learning to help in 'Anthropology Road Show' that Vic and I plan to start this semester in effort to educate the public and recruit in high schools.</li> <li>- Developed 2-year and 4-year Degree Roadmaps for Sociology and Criminal Justice Studies majors. (achieved)</li> </ul>					
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<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>	<ol style="list-style-type: none"> <li>Revitalize the sociology and anthropology clubs to promote student activities.</li> <li>Invite speakers to campus to enhance campus academic life.</li> <li>Work to promote student presentations throughout the year and during Research Day.</li> <li>Work to increase faculty research and “brown bag” presentations on campus.</li> </ol>	<ol style="list-style-type: none"> <li>Work with students to revitalize clubs. Have faculty serve as advisors to clubs.</li> <li>Invite speakers.</li> <li>Work with students on research presentations from class papers and graduate work and encourage them to present their work at conferences and/or during Research Day.</li> <li>Schedule faculty research and “brown bag” presentations on campus.</li> </ol>	<ol style="list-style-type: none"> <li>Announcements/fliers re: club activities.</li> <li>Announcements/fliers documenting invited speakers.</li> <li>Announcements/fliers re: student presentations at conferences and/or during Research Day.</li> <li>Announcements/fliers re: faculty presentations on campus.</li> </ol>	<ol style="list-style-type: none"> <li>Erika Derkas (sociology)</li> <li>Gloria Gadsden (sociology &amp; CJS)</li> <li>Rebecca Alvarez (sociology &amp; CJS)</li> <li>Mario Gonzales (anthropology)</li> <li>Orit Tamir (anthropology)</li> </ol>	<ol style="list-style-type: none"> <li>Review annually</li> <li>Review annually</li> <li>Review annually</li> </ol>	<ol style="list-style-type: none"> <li>Spring / summer</li> <li>Spring / summer</li> <li>Spring / Summer</li> </ol>
<p><b>Action Status w/Description (Achieved, Ongoing, Stop)</b></p>	<p><b>Completion Date(s)</b></p>	<p><b>Recommendation(s)</b></p>		<p><b>Challenge(s)</b></p>		<p><b>Budget Consideration (Yes / No)</b></p>
<ol style="list-style-type: none"> <li>Yet to be implemented. One Graduate Student and Dr. Gadsden will be working with Dean of Students on Black Student Initiatives (ongoing).</li> <li>Speakers have been invited to classes this spring in anthropology, sociology, and CJS courses (ongoing).</li> <li>Several students presented their research during Student Research Day as well as at national and international</li> </ol>	<p>1-3 ongoing. #4 completed during Fall 2017 and ongoing.</p>	<p>- Continue with current practice on 2 &amp; 3; implement 1 &amp;4.</p>		<p>- Bringing speakers to campus with little to no money in the budget for such activities. - Funds for student research and conference presentations</p>		<p>- Yes for #2, to fund honorariums and travel for invited speakers.</p>

conferences (ongoing). 4. We re-started the Women's Studies Brown Bag Series fall 2017 (ongoing)				
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4. <i>Highlands University will be a community partner.</i>	<ol style="list-style-type: none"> <li>Expand Field Work practicum experiences &amp; participation.</li> <li>Promote community engagement on environmental issues through becoming part of the Sustainability Studies minor program.</li> <li>Work on community education initiatives.</li> </ol>	<ol style="list-style-type: none"> <li>Work to develop more practicum opportunities with community agencies.</li> <li>Increase participation of students in field experience &amp; practicum opportunities.</li> <li>Develop course on Environmental Sociology for Sustainability Studies minor program.</li> <li>Track number of students taking dual-credit courses.</li> </ol>	<ol style="list-style-type: none"> <li>Letters of agreement with agencies or other documentation.</li> <li>Enrollment data</li> <li>Student and agency assessments of practicum.</li> <li>Development of syllabi for Environmental Sociology course, Sustainability Studies minor documentation, &amp; enrollment numbers.</li> </ol>	<ol style="list-style-type: none"> <li>Erika Derkas (sociology)</li> <li>Gloria Gadsden (sociology &amp; CJS)</li> <li>Rebecca Alvarez (sociology &amp; CJS)</li> <li>Mario Gonzales (anthropology)</li> <li>Orit Tamir (anthropology)</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>Annually</li> <li>Annually</li> </ol>	<ol style="list-style-type: none"> <li>Spring / summer</li> <li>Spring / summer</li> <li>Spring / summer</li> </ol>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
<ol style="list-style-type: none"> <li>Yet to be implemented</li> <li>Prepared a course on Environmental Sociology for the minor program—program is on hold in another department.</li> <li>We now offer a course on Environmental</li> </ol>	<ol style="list-style-type: none"> <li>Currently being explored.</li> <li>&amp; 3—Minor program on hold in another department.</li> <li>Work with OIER to collect/report data this year.</li> </ol>	<ul style="list-style-type: none"> <li>Work with new Dean of the College and Provost to move Sustainability Studies Minor forward.</li> </ul>	<ul style="list-style-type: none"> <li>Finding new field work opportunities in a small community.</li> <li>2 &amp; 3. Moving Sustainability Studies Minor program forward.</li> </ul>	<p>Yes-money for field trips to increase awareness of and participation in community events and</p>		

Sociology. 4. Data not yet collected				issues.
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<p>5. <i>Highlands University will achieve technological advancement and innovation.</i></p>	<p>1. Implement Zoom, D2L, and other relevant technologies in delivering distant education courses and in other courses when appropriate. Offer more courses in hybrid and online formats. 2. Expose students to the latest technologies relevant to our fields.</p>	<p>1. Implement technologies and encourage faculty to attend training sessions on the use and implementation of such technologies. Offer more hybrid and online courses. 2. Introduce technologies to students in appropriate courses.</p>	<p>1. Technologies implemented; courses offered; documentation using course schedules or syllabi. 2. Documentation using courses schedules or syllabi.</p>	<p>1. Erika Derkas (sociology) 2. Gloria Gadsden (sociology &amp; CJS) 3. Rebecca Alvarez (sociology &amp; CJS) 4. Mario Gonzales (anthropology) 5. Orit Tamir (anthropology)</p>	<p>1. Annually 2. Annually</p>	<p>1. Spring / summer 2. Spring / summer</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<p>1. We are continuing to implement ITV, D2L, Zoom, and online asynchronous technologies in course delivery. We are offering numerous sections of hybrid and online courses this fall. 2. The technologies are being introduced to students through course delivery modalities.</p>	<p>Ongoing</p>	<p>- Conitnue with current practices.</p>		<p>- None</p>		<p>- Yes, monies for training in “best practices” and “quality matters” for online, blended, and hybrid courses.</p>

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<p>6. <i>Highlands University will achieve enhanced communication and efficiency.</i></p>	<p>1. Work to expand communication beyond department faculty in monthly department and discipline meetings. 2. Enhance communication with Center faculty and Directors.</p>	<p>1. Involve Center faculty and adjunct faculty in department and discipline meetings. 2. Include student representatives in department and discipline meetings.</p>	<p>1. Involve Center faculty and adjunct faculty in department and discipline meetings. 2. Include student representatives in department and discipline meetings.</p>	<p>1. Erika Derkas (sociology) 2. Gloria Gadsden (sociology &amp; CJS) 3. Rebecca Alvarez (sociology &amp; CJS) 4. Mario Gonzales (anthropology) 5. Orit Tamir (anthropology)</p>	<p>1. Annually 2. Annually</p>	<p>1. Spring / summer 2. Spring / summer</p>
<p><b>Action Status w/Description (Achieved, Ongoing, Stop)</b></p>	<p><b>Completion Date(s)</b></p>	<p><b>Recommendation(s)</b></p>		<p><b>Challenge(s)</b></p>		<p><b>Budget Consideration (Yes / No)</b></p>
<p>1. Achieved. Our Center faculty member has been involved in all department and discipline meetings since the fall semester 2016. 2. The new Chair is in ongoing conversations with the various Center Directors via phone and email.</p>	<p>Ongoing</p>	<p>- Continue with current practices. - Invite representatives from different offices and departments to department meetings to share information, ideas, and to increase awareness of services, resources, and programs that are available to students and faculty at the University.</p>		<p>No travel money for Center faculty so they can attend at least some department meetings face-to-face.</p>		<p>Yes—budget for travel for Center faculty to main campus.</p>