

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: **Department of English and Philosophy**

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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>1. Highlands University will achieve academic excellence, academic integration and student success.</p>	<p>1. Continue to improve success rates of at-risk students through the High-Impact Practices of co-requisite composition classes.</p> <p>2. Create a cutting edge program that counters the false public narrative that an English degree does not provide many work opportunities.</p> <p>3. Expand online offerings and investigate the feasibility of an online English major and an online MA in English.</p>	<p>1. Eliminate all stand- alone English 106 classes.</p> <p>2.A. Create a new position in composition, multi-modal literacies and digital humanities. B. Maintain and provide more sessions on career placement. C. Maintain and develop internship program. D. Revise and distribute an alumni survey. E. Investigate the possibility of a 12-15 credit hour Certificate in Digital Humanities.</p> <p>3. A. continue to offer online courses each semester and during the summer. B. Establish a committee</p>	<p>1. No Stand Alone 106 classes on Fall schedule.</p> <p>2. A. Assistant Prof. hired. B. Career placement sessions offered. C. Students placed in internships or other professional development activities. D. Survey revised and distributed E. Faculty member researched DH programs.</p> <p>3. A. Online/zoom courses offered. B. Committee formed.</p>	<p>Chair, Dr. Brandon Kempner</p>	<p>1. No stand-alone 106s on schedule in.</p> <p>2. A. Ben Villarreal hired Fall 2017. B. At least two career placement sessions offered in FY 18 C. 30% of graduate students on internships or other professional development activities by FY20. D. Use of the results of the alumni survey to improve program in FY19 E. Discuss at department meetings.</p> <p>3. A. students taking zoom and online courses. B. Committee makes a decision on feasibility.</p>	<p>Fall 2018 and ongoing.</p>

	<p>4. Continued participation in Learning Communities.</p> <p>5. Increase student engagement by maintaining and increasing the number of community based research and writing activities in English courses.</p> <p>6. Continue, extend, and showcase the scholarly, creative, and professional opportunities for students and faculty</p>	<p>to investigate the feasibility of the online English major and a hybrid MA English degree.</p> <p>4. Maintain Faculty involvement in first-year learning communities at 50%.</p> <p>5. Maintain and increase the number of community based research and writing activities in English courses.</p> <p>6. A. schedule one public creative-writing event each semester B. provide more research opportunities within classes. C. Liaise with foundation and alumni to create more scholarships for English majors and a conference travel fund for students. D. Educate students about publishing. E. Maintain and develop the internship program. F. foster student interest in co-curricular activities and employ English majors as work study students. G. Showcase faculty scholarship via social media</p>	<p>4. At least 50% of English faculty participating in learning communities.</p> <p>5. At least one course involving community based research and writing activities each semester.</p> <p>6. A. one public and university-wide creative writing event per semester. B. more students presenting at NMHU research day. C. More students attending conferences. D. A new course on publishing offered. E. Students placed in internships or other professional development activities. F. English majors working in English office and Writing center and students participating in events. G. Faculty scholarship mentioned on Social Media.</p>		<p>4. 50% of English faculty teaching in LCs.</p> <p>5. Students involved in service learning, community based research and writing projects in English courses.</p> <p>6. A. Events scheduled FY19. B. Students presenting at research day FY19. C. Scholarships and a travel fund by FY21. D. Publishing course offered by Fall 2019. D. 30% of graduate students on internships or other professional development activities by FY20. E. English majors employed as work studies and at least one co-curricular event/semester. G. Departmental Social Media updated and maintained by FY18.</p>	
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	<p>7. Reestablish the Philosophy minor.</p> <p>8. Create a visiting Writers program.</p> <p>9. Maintain and expand the services of the Writing Center.</p>	<p>7. Request budget line for an assistant professor of Philosophy.</p> <p>8. A. Establish committee to explore the feasibility of an NMHU Visiting Writers program and to apply for grants. B. Invite local writers to campus for readings, workshops, and master classes.</p> <p>9. A. Increase overall utilization of the Writing Center on the main campus and at the centers.</p> <p>B. Develop closer relationships with NMHU programs like ARMAS and the Native American Center as well as departments other than the English Department.</p> <p>C. Provide support to School of Education students who are having difficulties passing state exams.</p>	<p>7. Approval for hiring Philosophy professor.</p> <p>8. A. Committee formed and grants applied for. B. Local writers giving readings, workshops, or master classes at NMHU.</p> <p>9. A. Increase the number of students attending tutoring sessions and reduce the number of missed sessions.</p> <p>B. Increase communication with other departments and programs.</p> <p>C. Development of workshops that focus specifically on Subtest II of the Essential</p>	<p>9. Director, Dr. Juan M. Gallegos</p>	<p>7. Philosophy Minor reestablished by FY21.</p> <p>8. Visiting writers giving readings, workshops, and/or master classes FY20.</p> <p>9 A. 10% increase in sessions attended</p> <p>B. Email each department head twice per semester and Directors of the state centers. Email student support programs like the Native American Center.</p> <p>Meet at least once with other tutoring programs each semester.</p> <p>C. Offer three workshops dedicated to test preparation starting in Spring 2019</p>	
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Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)	
		<p>D. Increase the number of tutors available in the Writing Center, particularly for graduate students</p>	<p>Academic Skills Exam</p> <p>D. Additional funds or graduate assistantships to fund additional tutors.</p>	<p>D. More tutors in the Writing Center</p>	
<ul style="list-style-type: none"> - 1. Achieved. We have only co-requisite 106s on the fall schedule. - 2. A. Achieved. Ben Villarreal hired and developing new classes and club activities for our students. Dr. Villarreal has worked to create a cutting-edge Esports program. B. Career placement: Ongoing; will add session to Geek Week 2019. C. Achieved and ongoing. 	<ul style="list-style-type: none"> 1. First completed Fall 2017, ongoing Fall 2018. 2. A. Fall 2017 and ongoing. B. Ongoing. C. Spring 2020 D. Spring 2018 E. FY20 	<ul style="list-style-type: none"> - 1. Create a dedicated English Composition Lab for English 106 classes. The space has been designated, and the department is now waiting to receive computers from GIS/Computer Science. Should be accomplished by Fall 2018. 2. Continue Geek Week (already in planning stages for Spring 2019). Geek Week was a great success in highlighting the diverse and cutting-edge nature of the program. Over 17 events, Geek Week had more than 300 attendees, including more than a dozen professors, the President, and members of the community. Add a career placement component to Geek Week. Continue discussing Digital Humanities program at depart meetings. Support Esports program through classes in the English department and a course release for club 	<ul style="list-style-type: none"> - Implementing the English Composition lab. - Scheduling classes, given the limitations of graduate students - Consistent funding for Geek Week. - Lack of course release or adequate funds for New Mexico Review (NMR). 	<ul style="list-style-type: none"> 1. No; computers are to be gifted us by other departments. 2. Yes. Geek Week funding. Equipment, space, tech. support for DH program. Course release for NMR. Printing and postage for survey. 	

<p>Many students participated in the New Mexico Review (10 graduate, 3 undergraduate); 1 student worked at Friends of the Museum. D. Ongoing, but low response rates for the alumni survey. E. Ongoing; Digital Humanities certificate discussed at several department meetings.</p> <p>3. A. Achieved. More online and zoom classes offered. B. Stop</p> <p>4. Achieved and continuing. After having 50% faculty teach learning communities in Fall 2017, having one faculty member on maternity leave and losing our returned term position (Steven Weatherburn) brought the number to slightly below 50% for Fall 2018. We will be back above 50% for Fall 2019.</p>	<p>3. Fall 2018 and ongoing.</p> <p>4. Fall 2018 and ongoing.</p>	<p>leader.</p> <p>3. Committee determined online English major and online MA program were not feasible.</p> <p>4. In order to attract incoming students to our own major, we should <u>continue to offer</u> at least 1 LC in Fall of 2018 that pairs composition classes with literature, creative writing, linguistics, or literacy classes. Dr. Woodford-Gormley is offering a Harry Potter Learning Community in Fall 2018.</p>	<p>- 3. Changing requirements for teacher licensure in NM has decreased the demand for online programs.</p> <p>- 4. Staffing so many learning communities pulls faculty away from other classes they might be teaching. These LCs serve other departments more than the English Dept.</p>	<p>3. Yes. Zoom room and/or zoom enabled laptops needed.</p> <p>4. Yes. The loss of the retained term position has impacted our ability to offer learning communities. Budget request made for this position.</p>
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<p>5. Achieved and continuing.</p>	<p>5. Fall 2018</p>	<p>5. Continue the excellent work of the English faculty.</p>	<p>- 5. It is difficult to work with the schedules of non-traditional students.</p>	<p>5. No</p>
<p>6. Achieved and continuing. More students are attending conferences and presenting at Student Research day, but we still need money for student travel.</p>	<p>6. FY21</p>	<p>6. We still need money for a student travel fund and more scholarships for English majors</p>	<p>- 6. Lack of funds for student travel.</p>	<p>6. Yes. We need money for student travel and scholarships. Formal budget request included in our budget.</p>
<p>7. Ongoing. Department has discussed the philosophy position and the chair argued for it at the Fall 2018 budget hearing.</p>	<p>7. FY21</p>	<p>7. We need the budget for the Philosophy program reinstated.</p>	<p>- 7. The dept. of English and Philosophy has not employed a Philosophy professor since 2010.</p>	<p>7. Yes. Philosophy budget request included as #1 item in our budget.</p>
<p>8. Achieved and ongoing. Ballen Visiting Scholar, Diane Seuss, visited in Fall 2017.</p>	<p>8. Fall 2018/ FY20</p>	<p>8. The Ballen program provides us with an excellent starting point. We will continue to look for grants and other funding sources for a visiting writers program.</p>	<p>- 8. Funding is needed to pay for visiting writers, local or otherwise.</p>	<p>8. Yes. Stipends for visiting writers. Funds for meals, housing, and expenses for writers and for publicizing events. Included request as part of Geek Week funding.</p>
<p>9. A-B. Ongoing. We are</p>	<p>9. A-B. FY19</p>	<p>9. A-C. We need to promote the workshops and offer</p>	<p>- 9. A-B. Few students attended the</p>	<p>9. A-C. No.</p>

<p>offering workshops, but not the numbers proposed. C. Ongoing. We did not offer workshops, but we did tutor graduate students.</p>	<p>C. FY20</p>	<p>them at different times. C. There is a need for further research and training.</p>	<p>workshops we offered. - C. Graduate students are a unique population and require different tutoring methods.</p>	
<p>D. Ongoing.</p>	<p>D. FY21</p>	<p>D. Further investigate whether this service is needed or desired in the community. Begin discussions with Dept. chair and research current policies.</p>	<p>D. University policy may limit options.</p>	<p>D. No</p>
<p>E. Ongoing.</p>	<p>E. FY21</p>	<p>E. An Assistant would be able to complete many of the routine responsibilities, leaving the Director free to implement more programs.</p>	<p>E. The Writing Center budget is insufficient to open the position and maintain our current number of staff.</p>	<p>E. Yes, we need a salary for the Assistant. Budget request made for increasing Writing Center funds.</p>
<p>F. Ongoing. We conducted some research, but more needs to be done.</p>	<p>F. FY21</p>	<p>F. Further research is needed to determine if there is a need for this service on campus. Further research will also be needed before the development of a program.</p>	<p>F. Students designated as ELD/ESL are a unique population and require different tutoring methods.</p>	<p>F. No. No funding needed for research, although funding might later be necessary to develop a program.</p>

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<p>2. Highlands University will achieve strategic enrollment management.</p>	<p>1 Continue to improve success rates of at-risk students through the High-Impact Practices of co-requisite composition classes.</p> <p>2 To enhance students holistic well-being and academic success while encouraging more students to major in English by maintaining and extending the high-impact practice of interdisciplinary Learning Communities.</p> <p>3 Increase the number of English majors and expand the graduate programs</p>	<p>1. Eliminate all stand-alone English 106 classes.</p> <p>2. Maintain Faculty involvement in Freshman learning communities at 50%</p> <p>3. A. Send Graduate Fact sheet to undergraduate English programs in New Mexico and neighboring states. B. Create similar fact sheet for undergraduate program and send to high-schools in NM and neighboring states. C. Liaise with Office of Strategic Enrollment to ensure that students are being recruited directly to undergraduate English programs. D. DGS participating in</p>	<p>1. No Stand Alone 106 classes on Fall schedule.</p> <p>2. At least 50% of English faculty participating in learning communities.</p> <p>3. More students in the English Major and MA program.</p>	<p>Chair, Dr. Brandon Kempner</p>	<p>1. No stand-alone 106s on schedule.</p> <p>2. At least 50% of English Faculty participating in LCs each fall.</p> <p>3. More students in the English Major and MA program by FY 20</p>	<p>Spring 2018 and Fall 2018</p>

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
<p>- 1. Achieved. We have only co-requisite 106s on the fall schedule and will maintain this practice moving forward.</p> <p>2. Achieved and ongoing.</p> <p>3. Ongoing.</p>	<p>1. Fall 2017 and ongoing.</p> <p>2. Fall 2017 and ongoing.</p> <p>3. FY 21</p>	<p>- 1. Create a dedicated English Composition Lab for English 106 classes. The space has been designated, and the department is now waiting to receive computers from GIS/Computer Science. Should be accomplished by Fall 2018.</p> <p>2. . In order to attract incoming students to our own major, we should offer at least 1 LC in Fall of 2018 and onward that pairs composition classes with literature, creative writing, linguistics, or literacy classes.</p> <p>3. We had a number of students graduate last spring, but we do seem to have new students coming into the major. We are working on recruitment material to attract more English Majors.</p> <p>-</p>	<p>- Implementing the English Composition lab.</p> <p>- Scheduling classes, given the limitations of graduate students</p> <p>2. Staffing so many learning communities pulls faculty away from other classes they might be teaching. These LCs serve other departments more than the English Dept.</p> <p>3. It is difficult to recruit for our graduate program given that other graduate programs in English offer stipends that are twice as large as ours.</p>	<p>1. Not at this time.</p> <p>2. Yes. We need to staff these courses and the other English courses not staffed because so many of our faculty are teaching in LCs.</p> <p>3. Yes. We need larger stipends and we need funds for printing and mailing.</p>

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<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>	<p>This will be achieved indirectly, through initiatives mentioned above, specifically through organizing co-curricular English events such as a campus-wide creative writing event each semester and through faculty engagement in interdisciplinary learning communities.</p>	<p>N/A</p>	<p>1. N/A</p>	<p>Chair, Dr. Brandon Kempner</p>	<p>1. N/A</p>	<p>N/A</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<ul style="list-style-type: none"> - Dr. Villarreal and Dr. Kempner are working to create the eSports club. - Geek Week launched Spring 2018, and will continue. 	<p>Ongoing</p>	<ul style="list-style-type: none"> - Some funding be given to the English department to hold campus events such as Geek Week. 		<p>-</p>		<ul style="list-style-type: none"> - Yes.

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4. <i>Highlands University will be a community partner.</i>	This overlaps with our initiatives mentioned above, specifically through maintaining and expanding the internship program, offering students more opportunities to engage in community based writing and research projects, providing more public creative writing events, and establishing a Visiting Writers program.	N/A	N/A	Chair, Dr. Brandon Kempner	N/A	N/A
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
- N/A	N/A	- N/A		- N/A		N/A

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<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>1. Provide more technological writing opportunities for co-requisite composition students</p> <p>2. Engage in technological innovation and advancement through digital humanities courses and digital humanities components to existing courses.</p> <p>3. Expanding teaching and learning services to a greater number of students with innovative and strategic use of technology.</p>	<p>1. Establish a new Computer Lab with 11 computers for the co-requisite composition classes.</p> <p>2. A. Create a 4/500 level publishing course for students to issue <i>The New Mexico Review</i>.</p> <p>B. Investigate the possibility of a 12-15 credit hour Certificate in Digital Humanities.</p> <p>3. Offer courses via zoom and online.</p>	<p>1. A dedicated Writing Lab for our 106 students and fewer scheduling problems in the current Writing Center Lab.</p> <p>2. A. Publishing offered as a selected topics by Fall 2018.</p> <p>B. Faculty member researched DH programs.</p> <p>3. Students taking classes via Zoom or Online.</p>	<p>Chair, Dr. Brandon Kempner</p>	<p>1. Finding a room and purchasing computers and a printer by FY 20.</p> <p>2. A. 4/500 level publishing course offered each year.</p> <p>B. Establish an interdisciplinary committee and potentially draft a proposal by Fall 2019.</p> <p>3. Students taking classes via Zoom or Online.</p>	<p>Spring 2018 and Fall 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. Ongoing. Space identified and GIS/Computer Science has promised us computers once they purchase new</p>	<p>1. FY 20</p>	<p>- 1. Once computers are installed, implement a scheduling plan so all sections of 106 have access.</p>		<p>- Receiving computers. - Scheduling classes in new lab.</p>		<p>- 1. Yes. -</p>

<p>computers for their lab.</p> <p>2. Achieved and Ongoing. Faculty did research; committee to be formed by Spring 2019.</p> <p>3. Ongoing. We are offering classes online and via zoom, but we could offer more if we had better zoom capabilities in Douglas Hall.</p>	<p>2. FY 20</p> <p>3. FY 20</p>	<ul style="list-style-type: none"> - Continue to dedicate faculty time to researching digital humanities. - refine Zoom architecture in Douglas 	<ul style="list-style-type: none"> - Defining how Digital Humanities fits with our program; HLC approval. 	<p>2. Yes. Equipment, space, tech. support for DH program.</p> <p>- 3. Yes. We need better zoom capabilities in Douglas Hall.</p>
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6. <i>Highlands University will achieve enhanced communication and efficiency.</i>	N/A	1. N/A	N/A	N/A	1. N/A	N/A
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
- N/A	N/A	- N/A		N/A		N/A