

**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-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>BSW program will initiate comprehensive exams for third year students to ensure preparedness for graduate school.</li> <li>Curriculum Committee will evaluate all current syllabi for timeliness of academic content and diversity content.</li> <li>Develop and implement a technical writing course to be implemented FY 18 at BSW level.</li> </ol>	<ol style="list-style-type: none"> <li>Standardized comprehensive exams at all sites at the end of first semester, junior year.</li> <li>Curriculum Committee Action.</li> <li>Submission to and approval by Curriculum Committee, NMHU Academic Affairs Committee.</li> </ol>	<ol style="list-style-type: none"> <li>Exam results.</li> <li>Syllabi learning goals/outcomes are to be inventoried.</li> <li>Accomplishment and evaluation of course learning objectives.</li> </ol>	<ol style="list-style-type: none"> <li>Associate Dean</li> <li>Curriculum Committee Chair and Committee members</li> <li>Curriculum Committee Members and faculty members to be identified.</li> </ol>	<ol style="list-style-type: none"> <li>Exam scores. End of spring semester, academic year.</li> <li>Completed and revised syllabi. 2017 academic year (FY 18).</li> <li>Creation of course syllabus. 2017 academic year (FY 18).</li> </ol>	<ol style="list-style-type: none"> <li>12/15/18</li> <li>5/01/2018</li> <li>5/01/2018</li> </ol>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
<ul style="list-style-type: none"> <li>Ongoing, #2</li> <li>Stop, #1, #3</li> <li>Change in leadership (new Dean) occurred in 1/2017. Associate Dean position eliminated as of 1/2017.</li> <li>MSW and BSW Coordinator positions added in fall, 2017.</li> <li>#1, #3: to be reviewed with faculty input.</li> <li>8/31/18: Newly adopted Strategic Plan adopted in May, 2018</li> </ul>	<p>#2, started in summer, 2017, in-progress fall, 2017. #2, efforts underway to align with social work accreditation requirements.</p> <p>8/31/18: #1, eliminated in new plan; #2, ongoing, syllabi collected by not yet reviewed. #3, revised, included in new plan. Unit goals revised: see Strategic Plan adopted May, 2018.</p>	<ul style="list-style-type: none"> <li>#1, #3: established under former Interim Dean; faculty input needed; may be eliminated and/or revised. #2: Curric Committee and lead sequence/course system, proceed to take action and monitor progress.</li> </ul> <p>8/31/18: #1 eliminated under newly adopted Strategic Plan, May, 2018.</p>	<ul style="list-style-type: none"> <li>-Development of revised/new goals under new leadership structure (Dean, MSW and BSW Coordinators)</li> <li>-Relevant, meaningful goals can be established under new leadership with input from faculty</li> </ul> <p>8/31/18: Strategic planning goals for FVSSW developed without full participation of faculty. Newly adopted Strategic Plan adopted in May, 2018.</p>	No		

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<p><i>2.Highlands University will achieve strategic enrollment management.</i></p>	<p>1.Recruitment efforts in southern Colorado, west Texas, and Southeastern New Mexico will be continued. 2.Intra-university recruitment of CJ, philosophy, counseling, and other discipline students for two-year MSW program. 3. Needs assessments evaluating student demand for on-line courses emanating from Santa Fe, Roswell and Farmington will be completed.</p>	<p>1.Recruitment scheduled in cooperation with regional academic institutions 2.Recruitment scheduled in cooperation with NMHU discipline administrators and instructors. 3. Curriculum Committee will organize and implement this venture during present academic year, 2016-2017.</p>	<p>1. Student enrollment increased at Roswell and Farmington 2. Student MSW enrollment increased on main campus 3. Student enrollment increased at Santa Fe, Roswell and Farmington Centers</p>	<p>1. Recruitment Director 2. Recruitment Director 3. Curriculum Committee Chair</p>	<p>1. Enrollment increase 2018 academic year (FY 19) 2. Enrollment Increase 2018 academic year (FY 19) 3. Enrollment increase 2018 Academic Year (FY19)</p>	<p>1. 5/1/18 2. 5/1/18 3. 12/1/17</p>
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<ul style="list-style-type: none"> <li>- Stop</li> <li>- Enrollment grew at Albuquerque/RR, Roswell, Farmington and Santa Fe, even without targeted efforts. 8/31/18: Full faculty input needed</li> <li>- See newly adopted Strategic Plan, May, 2018</li> <li>- Roswell enrollment dropped significantly fall, 2018.</li> </ul>	<p>-Survey (Survey Monkey) conducted in Roswell under direction of Associate Dean in fall, 2016, (part of SW 633 assignment) to assess social work training/ed needs in region. 8/31/18: #1, #2: Zoom recruitment in Colo by Grad Admissions Coord; Intra-university recruitment conducted by SSW faculty members; recruitment and promotion of SSW by several faculty in 2016-2018.</p>	<p>- All items developed under former leadership; new leadership commenced 1/2017. Input needed from faculty. Goals may be revised and/or eliminated.  8/31/18: Continue recruitment efforts within NMHU, throughout the state and Southwest region. Conduct needs assessments as time allows, given CSWE reaccreditation tasks facing the School in 2018-2020.</p>	<p>See Recommendations. In addition, Recruitment Director position does not exist in SSW. Graduate Admissions and Recruitment Coordinator position exists; duties are taken up largely by admissions. -Relevant, meaningful goals can be established under new leadership with input from faculty 8/31/18: Recruitment goals can be refined with full participation of faculty and staff.</p>	<p>No</p>		

	<p>-Survey among students completed in 16-17 at main campus to assess needs in electives. -Survey among students coordinated by MSW Student Assoc. to assess needs regarding electives.</p>			
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<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>	<p>1. Membership of UGSWA and GSWA will be enhanced and chapters created at all sites. 2. Implement use of ZOOM to ensure communication between UGSWA/GSWA site associations 3. IKC will organize and implement faculty and students events that enhance cross-cultural campus life.</p>	<p>1. Student organizational effort with faculty assistance 2. Student organizational effort with faculty assistance 3. IKC Coordinator and Steering committee members at all sites</p>	<p>1. Student enrollment in UGSWA and GSWA associates will increase, together with the number of scheduled scholastic and social events. 2. Student communication will increase 3. Number of events to increase</p>	<p>1. UGSWA/GSWA chairs and faculty sponsors 2. UGSWA/GSWA chairs and faculty sponsors 3. IKC Coordinator and Steering Committee members at all sites.</p>	<p>1. UGSWA/GSWA enrollment and social activity increase in 2017 academic year (FY 18) 2. UGSWA/GSWA Zoom communication sessions increase in 2017 academic year 3. Events to be tracked during 2017 academic year.</p>	<p>1. 5/1/18 2.5/1/18 3. 5/1/18</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>- Ongoing - #1, Student association activity exists primarily at LV and ABQ/RR campuses. #2, students in ABQ/RR have actively used Zoom to connect with students in region;</p>	<p>#1, Student association activities took place in fall-spring, 2016-17, and continues currently. #2, students in ABQ/RR actively used Zoom in 2016-17 to connect with students in region. #3, IKC</p>	<p>- Solicit faculty input on goals. Expand, revise, and/or eliminate stated goals/activities. - More clearly define “vibrant campus life” as it relates to Las Vegas campus as well as Centers.  8/31/18: Continue to support student-initiated efforts and formal organization. See newly adopted Strategic Plan from May, 2018.</p>		<p>- How to address “vibrant campus life” for students across multiple sites within the state creates a challenge - Relevant, meaningful goals can be established under new leadership with input from faculty - 8/31/18: same as above. Campus life fees at centers debated. How to spend monies</p>		<p>- No</p>

<p>Zoom is also used, although less so, to connect with students across sites. #3, IKC has been active in implementing faculty and student events to enhance cross-cultural campus life.</p> <p>- Full faculty input needed to update/revise goals</p> <p>8/31/18: See next column for specific achievements.</p> <p>-</p>	<p>has been active in implementing faculty and student events to enhance cross-cultural campus life in 2016-17 and is ongoing.</p> <p>8/31/18: UGSWA very active in LV over several years; Grad Student Assoc. at SF established in 17-18; Student Assoc. very active in 16-17 but not in 17-18; Student initiated activities nonetheless very vibrant in ABQ; Zoom used to meet across sites in 16-17 (initiated by ABQ Student Assoc.) but less so in 17-18. -IKC ended 17-18.</p>		<p>can be a challenge (decision-making and labor involved).</p>	
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<p>4. <i>Highlands University will be a community partner.</i></p>	<p>1. All sites will actively recruit and increase the number of affiliations with regional field practicum agencies.</p> <p>2. The present Community Advisory Board will enhance its membership, especially in northern New Mexico communities.</p> <p>3. IKC will partner with community scholars and agencies to offer educational workshops and presentations on cultural issues</p>	<p>1. Field Education Director and Site Coordinators will recruit and develop MOUs with field agencies who are able to provide field opportunities consistent with the school's mission</p> <p>2. Dean and Associate Dean will recruit membership and schedule meetings.</p> <p>3. IKC Coordinator and steering Committee members will organize and implements.</p>	<p>1. Sufficient field practicum agency sites at all centers will be created to meet student need.</p> <p>2. Board membership will increase, as will the frequency of board meetings</p> <p>3. Number of workshops and presentations will substantially increase.</p>	<p>1. Field Director and Site Field Coordinators</p> <p>2. Dean and Associate Dean</p> <p>3. IKC Coordinator</p>	<p>1. Number of new sites will be evaluated and reviewed to ensure fitness with mission statement during 2018-19 academic year (FY 19)</p> <p>2. Number of new board members will be evaluated during 2018-19 academic year (FY 19)</p> <p>3. Number of workshops and presentations will</p>	<p>1. 5/1/19</p> <p>2. 5/1/19</p> <p>3. 5/1/19</p>

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<ul style="list-style-type: none"> <li>- Ongoing/stop</li> <li>- #1, #3, are ongoing. New practicum agencies continue to be developed; IKC has been active in bringing visiting scholars and offering workshops/presentations.</li> <li>- Full faculty input needed</li> <li>- 8/31/18: Increase in field practicum sites achieved; Community Advisory Board, not achieved, included in newly adopted Strat. Plan; ICK ended in 17-18.</li> </ul>	<p>#1, #3, ongoing #2, full faculty input needed; may revise.</p> <p>8/31/18: Same as above.</p>	<ul style="list-style-type: none"> <li>- Solicit faculty input on goals. Expand, revise, and/or eliminate stated goals/activities.</li> </ul> <p>8/31/18: Continue with #1 and #2, revised, is included in newly adopted Strategic Plan, May, 2018.</p>	<ul style="list-style-type: none"> <li>- Assoc Dean position eliminated; Continuing Ed Dir retired (was coordinating Community Advisory Board)</li> <li>- Lack of faculty input regarding goals</li> <li>-Relevant, meaningful goals can be established under new leadership with input from faculty</li> </ul> <p>8/31/18: Same as above, but continue with #1 and #2.</p>	<p>No</p>

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<p>5. <i>Highlands University will achieve technological advancement and innovation.</i></p>	<p>1. The School will conduct needs assessments to evaluate the student demand for online course delivery at all sites, with a special emphasis on such underserved communities as Roswell and Farmington.</p>	<p>1. Curriculum Committee and research faculty will undertake the needs assessments.</p> <p>2. Curriculum Committee and research faculty will evaluate needs assessments results and cost effectiveness research results in consultation with the</p>	<p>1. Results of needs assessments are to be evaluated to indicate demand for technologically advanced course delivery at subject sites. Additional research undertaken in coordination with the needs</p>	<p>1. Dean, Associate Dean and Curriculum Committee Chair.</p> <p>2. Results of needs assessment and cost effectiveness research, as evaluated by</p>	<p>1. Needs Assessment results are to be evaluated at the conclusion of the 2016 fall semester to determine whether they indicate demand for online course delivery, Additionally, the cost-effectiveness of such delivery, as</p>	<p>1. Needs Assessment and Cost evaluation research to be evaluated by the initiation of the spring, 2017 semester.</p>

	<p>2. Online delivery of courses is to be initiated at such time, and in such manner, as needs assessment and cost effectiveness research results reflect the school's preparedness for such course delivery.</p> <p>3. Research techniques for the evaluation of on-line course delivery are to be developed by the Curriculum Committee, in consultation with research faculty and such external university assistance as may be made available.</p> <p>4. Faculty are to receive appropriate training in all scholarly information and skills sufficient to make them prepared for all facets of online course delivery, including hybrid, synchronous and asynchronous techniques.</p>	<p>Curriculum Committee and the faculty.</p> <p>2. On-line Course delivery to commence FY18.</p> <p>3. Training is to be provided internally and in cooperation with all available university and external services.</p> <p>4. Training is to be provided internally and in cooperation with all available university and external services.</p>	<p>assessments will evaluate the global cost effectiveness of program delivery via online methods, including teaching staff salaries, cost of necessary technology, and backup services, including student support and counseling.</p> <p>2. On-line Course delivery to commence FY18.</p> <p>3. Results of research to be evaluated during the 2017-18 (FY 18) academic year.</p> <p>4. Dean, associate dean, Curriculum Committee Chair and senior university administrative leaders are to organize and make available all necessary services.</p>	<p>the Curriculum Committee, and Dean in consultation with senior university administrative leaders.</p> <p>3. Dean, associate dean, Curriculum Committee Chair and senior university administrative leaders.</p> <p>4. Dean, associate dean, Curriculum Committee Chair and senior university administrative leaders.</p>	<p>indicated by the subject research, will be assessed by examination and review of the NMHU and social work budgets, at the conclusion of the fall, 2016 semester.</p> <p>2. Needs Assessment results are to be evaluated at the conclusion of the 2016 fall semester to determine whether they indicate demand for online course delivery. Additionally, the cost-effectiveness of such delivery, as indicated by the subject research, will be assessed by examination and review of the NMHU and social work budgets, at the conclusion of the fall, 2016 semester.</p> <p>3. Results of research to be evaluated during the 2017-18 (FY 18) academic year.</p> <p>4. All training associated with the use of online technologies and delivery of online courses is to be implemented during</p>	<p>2. If warranted by needs assessment results and cost effectiveness research, academic programs delivered by online technology are to be implemented during the 2017-18 academic year (FY 18).</p> <p>3. 2017-18 academic year (FY 18)</p> <p>4. 2017-17 academic year (FY 2017).</p>
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<ul style="list-style-type: none"> <li>- Ongoing/Stop</li> <li>- Aspects of goals in this area are being addressed; other goals are not being addressed</li> <li>- Full faculty input needed</li> <li>- 8/31/18: Same as above. Expanded goals in this area included in newly adopted Strategic Plan, May, 2018.</li> </ul>	<p>-Online syn and asyn courses (electives) increased in spring, summer and fall, 2017 for greater student accessibility across sites.</p> <p>-Survey (Survey Monkey) conducted in Roswell under direction of Associate Dean in fall, 2016, (part of SW 633 assignment) to assess social work training/ed needs in region.</p> <p>8/31/18: Online syn and asyn classes increased in 2017-18, including summer. Goals expanded in newly adopted Strategic Plan, May, 2018, with full faculty input and support.</p>	<p>- Solicit faculty input on goals. Expand, revise, and/or eliminate stated goals/activities.</p> <p>8/31/18: Continue with this goal; revise and expand in newly adopted Strategic Plan, May, 2018.</p>	<ul style="list-style-type: none"> <li>- Availability of professional training for faculty, staff and students is lacking within the institution and/or is not coordinated</li> <li>- Availability of state-of-the-art equipment is lacking within the institution</li> <li>- How to plan for needs of faculty, staff and students across multiple sites within the state creates a challenge</li> <li>- Relevant, meaningful goals can be established under new leadership with input from faculty</li> </ul> <p>8/31/18: Primary challenge with present goal is lack of full faculty input. Revised goals included in newly adopted Strategic Plan, May, 2018.</p>	<p>- Yes. Need for IT/EOS position for ABQ/RR.</p> <p>8/31/18: ACHIEVED.</p>

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<p>6. <i>Highlands University will achieve enhanced communication and efficiency.</i></p>	<p>1. The use of Zoom technology is to be enhanced and expanded in intra-school staff and student meetings and in the conduct of committee meetings. 2. The Dean will make at least once-monthly visits to all existing sites to address faculty and student issues and assess other programmatic needs as they arise. The Dean will make at least once-weekly meetings either to Albuquerque or Las Vegas, depending on the Dean's primary site assignment, for the purpose of addressing faculty and student issues and assess other programmatic needs as they arise.</p>	<p>1. The Dean, Associate Dean and major committee chairs will fully implement Zoom technology in the holding of meetings and avoid the use of travel wherever possible. 2. Travel by Dean as necessary.</p>	<p>1. The Dean, Associate Dean and major committee chairs will assess whether technology has been fully implemented in the conduct of all staff, student and committee meetings. 2. The Dean will inventory all CBA and contingent faculty to evaluate the meeting of this objective.</p>	<p>1. Dean, Associate Dean and major committee chairs. 2. Dean</p>	<p>1. At the end of the 2017-18 (FY 18) academic year, the Dean, Associate Dean and major committee chairs will deliver a written report outlining the frequency of usage of Zoom and any additional technologies for meeting delivery. 2. Faculty feedback and written report</p>	<p>1. 5/1/18 2. 5/1/18</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 - Goals as stated have been achieved and are ongoing; faculty/staff and students are regularly using Zoom for meetings across sites; current Dean makes regular visits at sites - 8/31/18: Dean makes weekly visits to LV, and more frequent visits to</p>	<p>#1, Summer, 2017. The School is now actively using Zoom for meetings, connecting faculty, staff and students across all sites. #2, New Dean began 1/2017. Work week is divided between ABQ and LV. Visits to other sites have occurred at least once a semester.</p>	<p>- Solicit input from faculty regarding goals, which will be revised and/or eliminated.  8/31/18: See revised goals in this area in newly adopted Strategic Plan, May, 2018.</p>		<p>-Associate Dean position has been eliminated. -Training on Zoom for faculty and staff has been lacking and not well coordinated within the institution.  8/31/18: Zoom training has improved somewhat with addition of IT person in ABQ/Rio Rancho.</p>		<p>Yes. Need for IT/EOS position for ABQ/RR.  8/31/18: this position was filled in spring, 2018.</p>



other sites. This goal expanded (ongoing) in newly adopted Strategic Plan, May, 2018.	8/31/18: Same as above.			
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