NMHU Strategic Planning Annual Report

**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  
**Main Contact:** Cristina Durán, Dean  
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<th>Strategic Goals for 2020 Planning for FY18-FY21</th>
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<th>Unit Actions/Strategies</th>
<th>Measurable Outcome(s)</th>
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| 1. Highlands University will achieve academic excellence, academic integration and student success. | 1. BSW program will initiate comprehensive exams for third year students to ensure preparedness for graduate school.  
2. Curriculum Committee will evaluate all current syllabi for timeliness of academic content and diversity content.  
3. Develop and implement a technical writing course to be implemented FY 18 at BSW level. | 1. Standardized comprehensive exams at all sites at the end of first semester, junior year.  
2. Curriculum Committee Action.  
3. Submission to and approval by Curriculum Committee, NMHU Academic Affairs Committee. | 1. Exam results.  
2. Syllabi learning goals/outcomes are to be inventoried.  
3. Accomplishment and evaluation of course learning objectives. | 1. Associate Dean  
2. Curriculum Committee Chair and Committee members  
3. Curriculum Committee Members and faculty members to be identified. | 1. Exam scores. End of spring semester, academic year.  
2. Completed and revised syllabi. 2017 academic year (FY 18).  
3. Creation of course syllabus. 2017 academic year (FY 18). | 1. 12/15/18  
2. 5/01/2018  
3. 5/01/2018 |

**Action Status w/Description (Achieved, Ongoing, Stop)**  
- Ongoing, #2  
- Stop, #1, #3  
- Change in leadership (new Dean) occurred in 1/2017. Associate Dean position eliminated as of 1/2017.  
- MSW and BSW Coordinator positions added in fall, 2017.  
- #1, #3: to be reviewed with faculty input.  
- 8/31/18: Newly adopted Strategic Plan adopted in May, 2018

**Completion Date(s)**  
#2, started in summer, 2017, in-progress fall, 2017. #2, efforts underway to align with social work accreditation requirements.  
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.

**Recommendation(s)**  
#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.  
8/31/18: #1 eliminated under newly adopted Strategic Plan, May, 2018.

**Challenge(s)**  
- Development of revised/new goals under new leadership structure (Dean, MSW and BSW Coordinators)  
- Relevant, meaningful goals can be established under new leadership with input from faculty  
8/31/18: Strategic planning goals for FVSSW developed without full participation of faculty. Newly adopted Strategic Plan adopted in May, 2018.

**Budget Consideration (Yes / No)**  
No
### Strategic Goals for 2020 Planning for FY18-FY21

#### 2. Highlands University will achieve strategic enrollment management.

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.

#### Unit Goals

- Recruitment scheduled in cooperation with regional academic institutions  
- Recruitment scheduled in cooperation with NMHU enrollment administrators and instructors.  
- Curriculum Committee will organize and implement this venture during present academic year, 2016-2017.

#### Unit Actions/Strategies

- Student enrollment increased at Roswell and Farmington  
- Student MSW enrollment increased on main campus  
- Student enrollment increased at Santa Fe, Roswell and Farmington Centers

#### Measurable Outcome(s)

- Enrollment increase 2018 academic year (FY 19)  
- Enrollment increase 2018 academic year (FY 19)  
- Enrollment increase 2018 Academic Year (FY19)

#### Person(s) Responsible

- Recruitment Director  
- Recruitment Director  
- Curriculum Committee Chair

#### Indicators and Time Frame for Assessment

- 1. Recruitment Director  
- 2. Recruitment Director  
- 3. Curriculum Committee Chair

#### Date(s) for Review

- 1. 5/1/18  
- 2. 5/1/18  
- 3. 12/1/17

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| - Stop             | - 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: Full faculty input needed  
- See newly adopted Strategic Plan, May, 2018  
- Roswell enrollment dropped significantly fall, 2018. | - 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. | 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. | No |
| - Ongoing          |                   |              |                                 |
| - Stop             |                   |              |                                 |
| - Ongoing          |                   |              |                                 |
| - Stop             |                   |              |                                 |
### Strategic Goals for 2020 Planning for FY18-FY21

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<td>Highlands University</td>
<td>3. Highlands University will achieve a vibrant campus life.</td>
<td>1. Membership of UGSWA and GSWA will be enhanced and chapters created at all sites.</td>
<td>1. Student organizational effort with faculty assistance</td>
<td>1. UGSWA/GSWA chairs and faculty sponsors</td>
<td>1. UGSWA/GSWA enrollment and social activity increase in 2017 academic year (FY 18)</td>
<td>1. 5/1/18</td>
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<td></td>
<td></td>
<td>2. Implement use of ZOOM to ensure communication between UGSWA/GSWA site associations</td>
<td>2. Student organizational effort with faculty assistance</td>
<td>2. UGSWA/GSWA chairs and faculty sponsors</td>
<td>2. UGSWA/GSWA Zoom communication sessions increase in 2017 academic year</td>
<td>2.5/1/18</td>
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<td>3. IKC will organize and implement faculty and students events that enhance cross-cultural campus life.</td>
<td>3. IKC Coordinator and Steering committee members at all sites.</td>
<td>3. IKC Coordinator and Steering Committee members at all sites.</td>
<td>3. Events to be tracked during 2017 academic year.</td>
<td>3. 5/1/18</td>
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### Action Status w/Description (Achieved, Ongoing, Stop)

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<td>Ongoing</td>
<td></td>
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<td>- How to address “vibrant campus life” for students across multiple sites within the state creates a challenge.</td>
<td>No</td>
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<td>- #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;</td>
<td>#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.</td>
<td>- Solicit faculty input on goals. Expand, revise, and/or eliminate stated goals/activities.</td>
<td>- Relevant, meaningful goals can be established under new leadership with input from faculty</td>
<td>8/31/18: Continue to support student-initiated efforts and formal organization. See newly adopted Strategic Plan from May, 2018.</td>
</tr>
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</table>
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. - Full faculty input needed to update/revise goals.

8/31/18: See next column for specific achievements.

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| 4. Highlands University will be a community partner. | 1. All sites will actively recruit and increase the number of affiliations with regional field practicum agencies.  
2. The present Community Advisory Board will enhance its membership, especially in northern New Mexico communities.  
3. IKC will partner with community scholars and agencies to offer educational workshops and presentations on cultural issues | 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  
2. Dean and Associate Dean will recruit membership and schedule meetings.  
3. IKC Coordinator and steering Committee members will organize and implements. | 1. Sufficient field practicum agency sites at all centers will be created to meet student need.  
2. Board membership will increase, as will the frequency of board meetings  
3. Number of workshops and presentations will substantially increase. | 1. Field Director and Site Field Coordinators  
2. Dean and Associate Dean  
3. IKC Coordinator | 1. Number of new sites will be evaluated and reviewed to ensure fitness with mission statement during 2018-19 academic year (FY 19)  
2. Number of new board members will be evaluated during 2018-19 academic year (FY 19)  
3. Number of workshops and presentations will | 1. 5/1/19  
2. 5/1/19  
3. 5/1/19 |
### Action Status w/Description (Achieved, Ongoing, Stop)

- **Ongoing/stop**
  - #1, #3, are ongoing. New practicum agencies continue to be developed; IKC has been active in bringing visiting scholars and offering workshops/presentations.
  - Full faculty input needed
  - 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.

### Completion Date(s)

- #1, #3, ongoing
- #2, full faculty input needed; may revise.
- 8/31/18: Same as above.

### Recommendation(s)

- Solicit faculty input on goals. Expand, revise, and/or eliminate stated goals/activities.
- 8/31/18: Continue with #1 and #2, revised, is included in newly adopted Strategic Plan, May, 2018.

### Challenge(s)

- Assoc Dean position eliminated; Continuing Ed Dir retired (was coordinating Community Advisory Board)
- Lack of faculty input regarding goals - Relevant, meaningful goals can be established under new leadership with input from faculty
- 8/31/18: Same as above, but continue with #1 and #2.

### Budget Consideration (Yes / No)

- No

### Strategic Goals for 2020 Planning for FY18-FY21

**Highlands University will achieve technological advancement and innovation.**

1. **Unit Goals**
   - 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.

1. **Unit Actions/Strategies**
   - Curriculum Committee and research faculty will undertake the needs assessments.
   - Curriculum Committee and research faculty will evaluate needs assessments results and cost effectiveness research results in consultation with the needs assessment.

1. **Measurable Outcome(s)**
   - 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 assessment.

1. **Person(s) Responsible**
   - Dean, Associate Dean and Curriculum Committee Chair.

1. **Indicators and Time Frame for Assessment**
   - 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 evaluated by the initiation of the spring, 2017 semester.
<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. | Curriculum Committee and the faculty. | 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. | 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. |
| Research techniques for the evaluation of online 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. | Training is to be provided internally and in cooperation with all available university and external services. | the Curriculum Committee, and Dean in consultation with senior university administrative leaders. | 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). |
| 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. | Training is to be provided internally and in cooperation with all available university and external services. | Dean, associate dean, Curriculum Committee Chair and senior university administrative leaders. | |
| | | Dean, associate dean, Curriculum Committee Chair and senior university administrative leaders are to organize and make available all necessary services. | 3. 2017-18 academic year (FY 18) |
| | | | 4. 2017-17 academic year (FY 2017) |
| | | | |</p>
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<td>Ongoing/Stop - Aspects of goals in this area are being addressed; other goals are not being addressed - Full faculty input needed - 8/31/18: Same as above. Expanded goals in this area included in newly adopted Strategic Plan, May, 2018.</td>
<td>- Online syn and asyn courses (electives) increased in spring, summer and fall, 2017 for greater student accessibility across sites. - 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: 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.</td>
<td>- Solicit faculty input on goals. Expand, revise, and/or eliminate stated goals/activities. 8/31/18: Continue with this goal; revise and expand in newly adopted Strategic Plan, May, 2018.</td>
<td>- Availability of professional training for faculty, staff and students is lacking within the institution and/or is not coordinated - Availability of state-of-the-art equipment is lacking within the institution - How to plan for needs of faculty, staff and 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: Primary challenge with present goal is lack of full faculty input. Revised goals included in newly adopted Strategic Plan, May, 2018.</td>
<td>- Yes. Need for IT/EOS position for ABQ/RR. 8/31/18: ACHIEVED.</td>
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</table>
6. Highlands University will achieve enhanced communication and efficiency.

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.

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<td>6. Highlands University will achieve enhanced communication and efficiency.</td>
<td>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.</td>
<td>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.</td>
<td>1. Dean, Associate Dean and major committee chairs.</td>
<td>1. Dean</td>
<td>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.</td>
<td>1. 5/1/18 2. 5/1/18</td>
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- Solicit input from faculty regarding goals, which will be revised and/or eliminated.

- 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: See revised goals in this area in newly adopted Strategic Plan, May, 2018.

8/31/18: Zoom training has improved somewhat with addition of IT person in ABQ/Rio Rancho.
other sites. This goal expanded (ongoing) in newly adopted Strategic Plan, May, 2018.

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<th>8/31/18: Same as above.</th>
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