



## Strategic Planning

### Mission Statement, Vision Statement, and Core Values

#### 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.

#### Core Values

- Excellence
- Diversity
- Accessibility
- Responsiveness

### Strategic Goals for 2020

Highlands University will achieve academic excellence, academic integration and student success. We commit to establishing and strengthening systems, structures and programs to enhance students' holistic well-being and success at all levels of study (including life-long learning), through the delivery of High-Impact Practices such as research and creative opportunities, increased student engagement, and service learning.

1. **Highlands University will achieve academic excellence, academic integration and student success.** We commit to establishing and strengthening systems, structures and programs to enhance students' holistic well-being and success at all levels of study (including life-long learning), through the delivery of High-Impact Practices such as research and creative opportunities, increased student engagement, and service learning.
2. **Highlands University will achieve strategic enrollment management.** We commit to establishing and implementing a strategic enrollment management plan that includes target enrollments, recruitment, and retention strategies for all academic degree programs and all locations.
3. **Highlands University will achieve a vibrant campus life.** We commit to enhancing campus life for students, staff, faculty, alumni and community through expanded intellectual and recreational programs and services at the main campus and Centers, with a commitment to safety and inclusion.

4. **Highlands University will be a community partner.** We commit to developing, expanding, and enhancing collaborative community partnerships for mutual benefit in the areas of leadership, community and economic development, community service, academic enrichment, entertainment, and recreation.
5. **Highlands University will achieve technological advancement and innovation.** We commit to using technology strategically to support quality, efficiency, and innovation in daily operations, student support services, and teaching and learning.
6. **Highlands University will achieve enhanced communication and efficiency.** We commit to engaging in proactive communication at all levels to provide efficient and effective services.

### Strategic Planning Cycle

#### Introduction

Highlands uses a 12-month planning cycle to synchronize the efforts of administration, faculty, and staff in meeting the goals set forth while supporting the mission and vision of the university.

There are four phases, Plan, Do, Study, and Act, that divide the planning cycle. Action-specific training accompanies each phase designed to:

- Emphasize the importance of the phase
- Communicate the desired output of the phase
- Provide guidance on methods, procedures, and resources to consider during the phase
- Identify the university's subject matter experts available to assist, as necessary

The graphic (Figure 1) illustrates the cycle and timeline. Additionally, overarching guidelines are included to reinforce the purpose of the process.

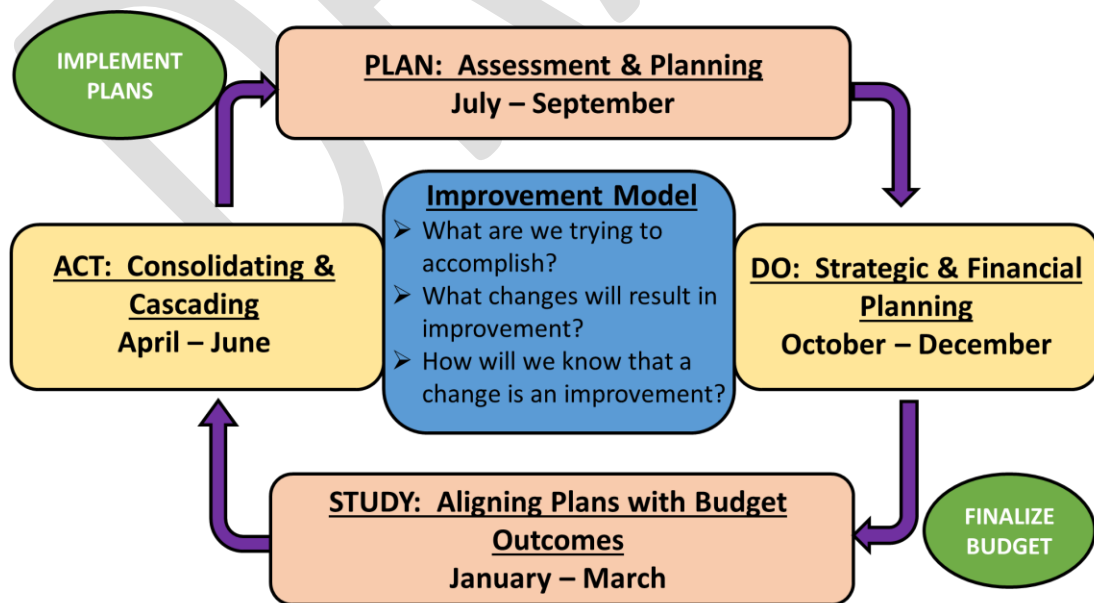


Figure 1. NMHU Strategic Planning Cycle

### Execution

Two categories, Strategic Level and Operational Level, separate the action steps necessary during each Phase to successfully complete the cycle. These two categories are defined as:

- Strategic Level – Actions to be taken by the Administration (President, Vice Presidents, and Deans)
- Operational Level – Actions to be taken by the individual units.

The Phase guidance provided is intended to offer as many details necessary to successfully execute the cycle. However, each unit should adjust these guidelines in scope and scale to appropriately satisfy the individual needs of the unit.

### **Phase 1 – PLAN: Assessment and Planning (July – September)**

**Event:** TBA

**Training:** TBA

#### **Documents Due:**

- ✓ Strategic Action Plans
- ✓ Unit Action Plans
- ✓ Leadership Priorities
- ✓ 3-Year Key Focus Areas

### ***STRATEGIC and OPERATIONAL LEVEL***

- **CONSIDER** current situation and climate
  - Are there enrollment or retention issues?
  - Are there budget issues?
  - What about personnel strength?
  - What about special accreditation?
  - What about NM Higher Education Department (HED) goals and priorities?
  - What does the Higher Learning Commission (HLC) require or recommend?
  - What about capital improvements?
  - What about student access to programs?
  - What insight does the program outcomes assessment provide?
  - How does your unit align with university goals?
- **REVIEW** strategic directions
  - Unit-level priorities
  - BOR priorities
  - President priorities
  - HED and/or HLC guidelines
- **ESTABLISH** key areas of focus for next 1- 3 years
  - Communicate to the campus
  - Establish task force(s), as necessary

### **Phase 2 – DO: Strategic and Operational Financial Planning (October – December)**

**Event:** TBA

**Training:** TBA

**Document Due:**

- ✓ Budget Proposals

***STRATEGIC LEVEL***

- FORECAST budget outcomes for current year and revise if necessary
- IMPLEMENT funding allocation model
  - Community forum(s) (Dean/Director/VP priorities)
- IDENTIFY specific strategic priorities and projects
- DEVELOP NMHU budget
  - Communicate to campus community

***OPERATIONAL LEVEL***

- REVIEW progress against current action plan
  - Monitor implementation
  - Analyze data
  - Evaluate effect against defined desired outcome in Plan stage
  - Revise action steps, refine, or abandon strategy
- CONSIDER the current climate and situation as input to local planning
- IDENTIFY opportunities
  - Expanding programs
  - Grants
  - Capital improvements
  - New applications
- ESTABLISH planning parameters
  - Resources needed or no longer needed
  - Timeline
  - Projected return on investment
- DETERMINE resourcing requirements for short and longer term plans
  - Cost
- PREPARE AND SUBMIT budget and other funding applications

**Phase 3 – STUDY: Aligning Plans with Budget Outcomes (January – March)**

**Event:** TBA

**Training:** TBA

**Documents Due:**

- ✓ Key Performance Indicator (KPI) Review
- ✓ Business Plan

***STRATEGIC LEVEL***

- REVIEW NMHU performance against key performance indicator (KPI) targets
- ESTABLISH KPI targets for next 1 - 3 years
- UPDATE strategic assessment
- ESTABLISH NMHU and faculty targets for next 1 - 3 years
- PRODUCE NMHU Annual Business Plan (Budget, KPI targets and Strategic Priorities) for following year

***OPERATIONAL LEVEL***

- REFINE local action plans in light of budget outcomes, assessments, KPI targets, and performance data
- IMPLEMENT action steps defined in the Plan stage
- UPDATE progress against current Plan (i.e. Outcomes Assessment)
  - Document observations
  - Record data

**Phase 4 – ACT: Consolidating and Cascading (April – June)**

**Event:** TBA

**Training:** TBA

**Documents Due:**

- ✓ NMHU Annual Report
- ✓ Outcomes Assessment

***STRATEGIC LEVEL***

- PRODUCE NMHU Annual Report (external audience)
- SUMMARIZE HLC data on key indicators

***OPERATIONAL LEVEL***

- PRODUCE assessment report for previous year
  - Data Analysis
  - Identify opportunities for improvement
  - Identify root causes
  - Share existing strategies and/or design new strategies
  - Design action steps
- UPDATE assessment plan
- FINALIZE local action-plan and submit to appropriate office
- COMMUNICATE final plan across the faculty/unit
- SUPPORT all faculty/staff in translating local action-plan to individual performance plans
  - Revised action as defined in Study stage
- REPEAT cycle