

Introduction:

The senior administrative leadership of each sector of the University is responsible for monitoring the implementation of the strategic plans. To further guarantee that plans are moving forward, Highlands has broken down overall responsibility for the six strategic goals as follows:

Strategic Goal #1 (Academic Excellence): Provost/VPAA

Strategic Goal #2 (Strategic Enrollment Management): Vice-President of Strategic Enrollment Management

Strategic Goal #3 (Vibrant campus life): Dean of Students

Strategic Goal #4 (Community partner): Vice-President of Advancement

Strategic Goal #5 (Technological advancement): Vice-President of Finance and Administration

Strategic Goal #5 (Enhanced communication): President, Director of University Relations

These goal leaders work with staff and faculty in their areas as well as across the university to accomplish our strategic goals. These accomplishments are presented in the 2016-2017 Mission Accomplishments, a document shared widely throughout the university community and with the Board of Regents. To further ensure advancement of these goals, these leaders have created this Executive Strategic Plan, which details the ways that senior leadership is working to accomplish the strategic goals across the university.

Senior Leadership Name: Dr. Roxanne M. Gonzales

Primary Strategic Goal Responsibility: Strategic Goal #1 (Academic Excellence)

2018-2019 Accomplishments:

School of Education

- New Mexico Highlands University was selected as the higher education partner along with Pojoaque Valley School District and the Los Alamos National Labs Community Outreach. The regional partnership school was launched in September 2018.
- Developed and approved the Alternative Teacher Certification program as a pathway for degreed individuals to pursue teaching careers.

School of Business, Media Arts, & Technology

- Developed a Bachelor of Applied Science for submission to Academic Affairs in the fall. This degree completion program will allow student with Associates of Applied Science degrees transfer to NMHU and have their technical credit apply to a degree program.

College of Arts & Sciences

- Proposed and approval of a MS in Biology that is non-thesis intended for the working professional
- Completed a study on the potential for a distance MA in Cultural Resource Management

School of Social Work

- Increased online asynchronous classes
- Secured legislative funding to support the Native American Social Work Studies Institute
- Title IV – E funding renewed
- Two full time faculty completed their doctoral degrees
- MSW Leadership and Administration Concentration expanded to all locations
- Preparation of self-study for reaccreditation by Council on Social Work Education on-target.

Library

- Over 40 library instructional classes with 582 students attending
- The Ray Drew Gallery held 10 exhibits
- The Library added 1,234 volumes of print material, e-books, and electronic media.

Office of Institutional Effectiveness and Research

1. Improved systems for data extraction and reporting
2. Initiation of preparation process for HLC Focused Visit
3. Coordination of Outcomes Assessment and Strategic Planning processes

Center for Teaching Excellence

- Professional Development Days was successful, Dr. Brookfield was well received as a keynote speaker
- First Chair's Academy training

Rio Rancho

- New campus manager hired

Farmington

- Implemented new retention initiatives. Specifically, early and more frequent communication related to early advisement and registration; expanded Campus Life Initiative program; and closer work with Admissions on assisting prospective students with application completion.

Santa Fe

- New campus manager hired

Registrar

- NM Common Core complete
- Common Numbering close to completion
- Streamlining of processes

Office of Online and Extended Learning

- Hired a Director to manage the centers and online programming
- Draft strategic plan on distance program operations completed
- RFP for online enrollment and lead generation released
- Proposed online policy for discussion to the IT sub-committee of the Faculty Senate

Plans for Achieving Strategic Goal:

- Work with deans, chairs, Faculty Senate, and Academic Affairs Committee, and the overall Highlands community to develop short and long term planning strategies.
- Work with deans and faculty to review our current academic program portfolio and develop a plan for expansion, suspension, and change as needed to ensure NMHU has an attractive range of programs to meet our student and State needs.
- Hire the Executive Director for Online and Extended Learning
- Develop a FY 20 budget related to goals.
- Establish working groups from the HU Futures recommendations to determine final recommendations, present recommendations at University forums for feedback, and present final recommendations to the EMT by December 1, 2018 for next steps from implementation in Spring 2019.
- Ensure transparent communication of the goals and provide opportunity for feedback of the goals and recommendations.

Emerging Factors:

Enrollments continue to decline, however the growth sector as evidenced by reports nationally are graduate and the post-traditional markets in the modality of distance. Additionally, there is opportunity for NMHU to partner with other NM institutions of higher education. The State is focusing on Education (P-12) and social programs thus the SOE and Social Work are well placed to be creative with programming.

Goal	Emerging Factor	Institutional Response	Status
Academic Excellence	<ol style="list-style-type: none"> 1. Ensure HU is on track for the HLC 2020 focus visit 2. Expansion of online learning 	<ol style="list-style-type: none"> 1. Dr. Allard will lead 2. Intentional development of an online operations/academic unit to ensure quality offerings including support for distance students and faculty. 3. Develop, with the assistance of existing support structures, a formal Academic Improvement Plan 	<ol style="list-style-type: none"> 1. In progress and on target 2. A Director for Online and Extended Learning was hired in March 2019. The Director has developed a plan to move forward for online models 3. ARMAS fills the need to help remediate and tutor our NMHU students as well as the Writing Center.

	<ol style="list-style-type: none"> 3. High need for remediation of our students 4. High need statewide for alternative teacher licensure & bilingual education 5. Professional degrees (undergraduate & graduate) 6. Experiential learning and academic success 	<p>for students to follow before they are placed on probation.</p> <ol style="list-style-type: none"> 4. Development of an online model through the SOE. 5. Development of additional professional degrees offered in a variety of delivery modalities. 6. Increase the opportunities for high impact practices at all levels in all delivery modalities. 	<ol style="list-style-type: none"> 4. SOE now has two lines for bilingual faculty – an alternative teacher licensure online, 8 week asynchronous program was approved for a Fall 2019 start 5. As included in accomplishments and in number 4, NMHU has started to develop programs for professionals in all school and CAS 6. The Center for Teaching Excellence has a grant to address High Impact Practices and has an annual focus each year
<p>Strategic Enrollment Management</p>	<ol style="list-style-type: none"> 1. Institutional partnerships 2. Expand current articulation agreements to be more holistic in nature allowing for as many degree programs as possible rather than an articulation for each program. 3. Potential post-traditional market for degree completion and transfer. 	<ol style="list-style-type: none"> 1. Begin conversations with other higher education institutions to offer collaborative degrees and more intent with our current 2 plus 2 articulation agreements. 2. Review the current process and streamline for flexibility of transfer students. 3. Review ALL policy related to prior learning and ability for flexibility in degree attainment. 	<ol style="list-style-type: none"> 1. A) NNMC and NMHU developed a pilot program to share low enrolled courses during AY 18/19. The partnership is currently under review to determine if we will continue. B) NMHU and ENMU are exploring the possibility of developing a RN-DNP degree online. The next step is to draft an MOU. C) Social Work is exploring a co-location agreement with Central New Mexico Community College for the BSW program. Next step is to determine rental costs. 2. Due to the common numbering and move to the common core this item is currently on hold. 3. Departments are exploring degree options for the post-traditional market for online and centers. See the accomplishments list for more details.
<p>Campus Life</p>			
<p>Community Partner</p>			
<p>Technological Advancement</p>			
<p>Enhanced Communication</p>			

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:

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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>	<ol style="list-style-type: none"> 1. Ensure HU is on track for the HLC 2020 focus visit 2. Expansion of online learning 3. High need for remediation of our students 4. High need statewide for alternative teacher licensure & bilingual education 5. Professional degrees (undergraduate & graduate) 6. Experiential learning and academic success 	<ol style="list-style-type: none"> 1. IR 2. Hire a Director to lead this initiative 3. Review ARMAS and other support offices 4. Hire bilingual faculty and establish an alternative licensure program 5. Work with deans to develop new programs 6. Through CTE and grant funding work with faculty to incorporate into courses. 	<ol style="list-style-type: none"> 1. Successful site HLC Visit in March 2020 2. Creation of an Online/Extended Learning Office 3. Continued grant funding as well as new grants 4. Bilingual faculty will be hired for AY 18/19 year and submission of an alternative teacher licensure program will be approved at the State and HLC by the end of Spring 2019. 5. NMHU will have at least two new programs for a Fall 2019 implementation 6. CTE will work with faculty with an AY 18/19 using the HIPS grant to expand 	<ol style="list-style-type: none"> 1. Dr. Allard and NMHU Leadership 2. VPAA 3. CAS Dean & AVPAA 4. SOE Dean and faculty 5. VPAA and Deans 6. Dr. Marrs 	<ol style="list-style-type: none"> 1. Fall- Spring 2020 2. Spring 2019 3. Spring 2019 4. Spring 2019 Summer 2019 5. Summer 2019 6. Summer 2019 	<ol style="list-style-type: none"> 1. Fall 2019 2. Spring 2019 COMPLETED 3. Summer 2019 4. Summer 2019 COMPLETED 5. Summer 2019 COMPLETED 6. Summer 2019 On Hold due to the departure of Dr. Marrs

			experiential learning in the curriculum			
<p>2. Highlands University will achieve strategic enrollment management.</p>	<ol style="list-style-type: none"> 1. Institutional partnerships 2. Expand current articulation agreements to be more holistic in nature allowing for as many degree programs as possible rather than an articulation for each program. 3. Potential post-traditional market for degree completion and transfer. 	<ol style="list-style-type: none"> 1. Deans and faculty will proactively explore opportunities. 2. Deans, faculty, and center managers will expand and review current agreements for expansion and currency with other NM institutions of higher education. 3. Review ALL policy related to prior learning and ability for flexibility in degree attainment. 	<ol style="list-style-type: none"> 1. Establish one formal partnership with an institution of higher education or other organization to expand NMHU programming or services to students or faculty. 2. Review all articulation agreements by the end of Spring 2019. 3. Update policy that places barriers for transfer and degree completion. 	<ol style="list-style-type: none"> 1. Deans, faculty, VPAA 2. Registrar’s Office, deans, faculty, center directors. 3. Faculty Senate, Registrar, VPAA, with input from SEMVP 	<ol style="list-style-type: none"> 1. Summer 2019 2. Summer 2019 3. Spring 2019 	<ol style="list-style-type: none"> 1. Summer 2019 COMPLETED 2. Summer 2019 ON HOLD 3. Spring 2019 IN PROGRESS/ON GOING
<p>3. Highlands University will achieve a vibrant campus life.</p>						
<p>4. Highlands University will be a community partner.</p>						

<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>1. Streamline course scheduling.</p>	<p>1. Acquire software that will enable course scheduling and projection of needed courses to ensure timely degree completion for students. Establish a working group to review and recommend acquisition.</p>	<p>1. Bring in vendors to demonstrate platforms. Report by the working group with recommendations and rationale for such acquisition and vendor recommendation.</p>	<p>1. VPAA/Registrar/IT/F&A.</p>	<p>January 2019</p>	<p>Implementation of Phase 1 Fall 2019</p>
<p>6. Highlands University will achieve enhanced communication and efficiency.</p>						