

**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:** **Sociology, Anthropology & Criminal Justice**

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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>Promote and involve department in University Learning Communities.</li> <li>Continue to improve teaching pedagogy to enhance student success.</li> <li>Continue to review and update the curriculum for our various disciplines.</li> <li>Improve lines of communication with Center faculty and Directors.</li> <li>Continue to improve evaluation of Center faculty.</li> </ol>	<ol style="list-style-type: none"> <li>Continue to participate in Learning Communities when possible.</li> <li>Have department faculty review their teaching pedagogy and participate in faculty development opportunities when available.</li> <li>Conduct annual reviews of curriculum to assess for relevance. Modify curriculum when necessary.</li> <li>Include Center faculty in department &amp; discipline meetings. Communicate directly with Directors on scheduling and program issues.</li> <li>Conduct annual reviews of all Center faculty.</li> </ol>	<ol style="list-style-type: none"> <li>Class schedules indicating departmental involvement in Learning Communities.</li> <li>Evidence of faculty participation in faculty development activities.</li> <li>Review course enrollments and course evaluations.</li> <li>Department meeting agendas &amp; minutes indicating increased participation.</li> <li>Annual review materials on file in department offices.</li> </ol>	<ol style="list-style-type: none"> <li>Erika Derkas (sociology)</li> <li>Gloria Gadsden (sociology &amp; CJS)</li> <li>Rebecca Alvarez (sociology &amp; CJS)</li> <li>Mario Gonzales (anthropology)</li> <li>Orit Tamir (anthropology)</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>Annually</li> <li>Annually</li> <li>Annually</li> <li>Annually</li> </ol>	<ol style="list-style-type: none"> <li>Spring/summer each year</li> <li>Spring/summer each year</li> <li>Spring/summer</li> <li>Spring/summer</li> <li>Spring/summer</li> </ol>
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
1. [ONGOING] We continue to participate in the	1 - 5 ongoing.	- Continue with current practices, participation in Learning Communities and faculty trainings.		- We would like to replace the 2 faculty members we lost last year, <b>and require a</b>		No for 1, 2, 4, & 5. For Goal

<p>Learning Communities (LC) initiative this fall in Anthropology.</p> <p>2. [ONGOING] Faculty are encouraged to continually evaluate their teaching pedagogy. Several faculty members have participated in training opportunities with EOS and with the CTE.</p> <p>3. [ONGOING] We are currently exploring the option of creating an online MA in Criminology to replace the under-enrolled MA in Public Affairs – Applied Sociology. We are also exploring exploring the option of creating an online MA in CRM.</p> <p>4. [ONGOING] We lost 2 faculty members. We hope to replace them next year after the hiring freeze is over.</p> <p>5. [ONGOING] All faculty completed their Annual Reviews this year. Additionally, the department chair performed a classroom observation of the Visiting Professor of Sociology.</p>		<p>- Complete proposals for MA in Criminology and CRM by December 2019.</p>	<p><b>.5 FTE with benefits, as per the Faculty Handbook – a replacement for a faculty leader.</b></p>	<p>3, Yes. Dr. Tamir received a grant to conduct field research for the CRM.</p>
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<p><b>2. Highlands University will achieve strategic enrollment management.</b></p>	<p>1. Improve advising practices through degree completion. 2. Expand course offerings &amp; program at the Centers. 3. Work with the offices of Strategic Enrollment Management, Recruitment, &amp; University Relations to enhance recruitment efforts and graduation rates.</p>	<p>1. Make full use of Degree Audit in advising students and document sessions in Degree Audit. 2. Encourage faculty to offer courses at the Centers &amp; look into possible program expansion at the Centers if the numbers justify such expansion. 3. Cooperate with initiatives initiated by the offices of SERM &amp; UR.</p>	<p>1. Review of Degree Audits. 2. Class schedules and enrollment numbers. 3. Development of recruitment materials for departmental programs.</p>	<p>1. Erika Derkas (sociology) 2. Gloria Gadsden (sociology &amp; CJS) 3. Rebecca Alvarez (sociology &amp; CJS) 4. Mario Gonzales (anthropology) 5. Orit Tamir (anthropology)</p>	<p>1. Review annually 2. Review annually 3. Review annually</p>	<p>1. Spring / summer 2. Spring / summer 3. Spring / Summer</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 1. Degree Audit is being used in advising students in our programs. 2. Additional courses have been created in Anthropology, Sociology and CJ. In all majors, we offer courses via Zoom. Even most of our required courses are offered via Zoom now. 3. Faculty participate in Attendance Alert and Early Alert programs to identify students at risk academically. Department faculty also participate in all New Student Orientations and other</p>	<p>Ongoing. We are still discussing ways of improving faculty advising in our department and ensuring full participation by students.</p>	<ul style="list-style-type: none"> <li>- Continue with current practices and expand use of Degree Audit and advising tracking systems.</li> <li>- We are open to pursuing additional articulation agreements with state and regional community colleges.</li> <li>- Explore offering our Sociology &amp; Anthropology major at the Centers.</li> </ul>	<ul style="list-style-type: none"> <li>- There is no mandatory advising system at the university, so students can register for classes without seeing an advisor. We are discussing ways of getting fuller (if not full) advisement of department majors through contacting students in class, via email, etc. to increase participation.</li> </ul>		<ul style="list-style-type: none"> <li>- 1 &amp; 2, No. For #3 will need monies for recruitment efforts.</li> </ul>	

<p>activities set up by the Recruitment and Strategic Enrollment Management (SEM) offices.</p> <ul style="list-style-type: none"><li>- Dr. Tamir continues to employ Service Learning in upper division classes to help in recruitment efforts during Pueblo Feast Days.</li><li>- Dr. Tamir and Vick Evans engage students in Service Learning in effort to educate the public and recruit in high schools.</li><li>- Vick Evans is working with the Navajo Nation in hopes of recruiting interested Navajo students into archaeology.</li><li>- Will be updating all major/minor forms with the new course codes and course numbers this summer.</li></ul>				
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<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>	<p>1. Revitalize the sociology and anthropology clubs to promote student activities.                      2. Invite speakers to campus to enhance campus academic life.                      3. Work to promote student presentations throughout the year and during Research Day.                      4. Work to increase faculty research and “brown bag” presentations on campus.</p>	<p>1. Work with students to revitalize clubs. Have faculty serve as advisors to clubs.                      2. Invite speakers.                      3. Work with students on research presentations from class papers and graduate work and encourage them to present their work at conferences and/or during Research Day.                      4. Schedule faculty research and “brown bag” presentations on campus.</p>	<p>1. Announcements/ fliers re: club activities.                      2. Announcements/ fliers documenting invited speakers.                      3. Announcements/ fliers re: student presentations at conferences and/or during Research Day.                      4. Announcements/ fliers re: faculty presentations on campus.</p>	<p>1. Erika Derkas (sociology)                      2. Gloria Gadsden (sociology &amp; CJS)                      3. Rebecca Alvarez (sociology &amp; CJS)                      4. Mario Gonzales (anthropology)                      5. Orit Tamir (anthropology)</p>	<p>1. Review annually                      2. Review annually                      3. Review annually</p>	<p>1. Spring / summer                      2. Spring / summer                      3. Spring / Summer</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>1. Dr. Gadsden will be working with Dean of Students on Black Student Initiatives (ongoing).                      2. Speakers have been invited to classes this spring in anthropology, sociology, and CJ courses (ongoing).                      3. Several students presented their research during Student Research Day as well as at national and international conferences (ongoing).</p>	<p>1-3 ongoing. #4 completed during Fall 2017 and now stopped.</p>	<p>- Continue with current practice on 1, 2 &amp; 3.</p>	<p>- Bringing speakers to campus with little to no money in the budget for such activities.                      - Funds for student research and conference presentations</p>	<p>- Yes for #2, to fund honorariums and travel for invited speakers.</p>		

<p>4. Re-started the Women's Studies Brown Bag Series Fall 2017 (SUSPENDED until Fall 2019)</p>					
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<p>4. <i>Highlands University will be a community partner.</i></p>	<p>1. Expand Field Work practicum experiences &amp; participation.                      2. Promote community engagement on environmental issues through becoming part of the Sustainability Studies minor program.                      3. Work on community education initiatives.</p>	<p>1. Work to develop more practicum opportunities with community agencies.                      2. Increase participation of students in field experience &amp; practicum opportunities.                      3. Develop course on Environmental Sociology for Sustainability Studies minor program.                      4. Track number of students taking dual-credit courses.</p>	<p>1. Letters of agreement with agencies or other documentation.                      2. Enrollment data                      3. Student and agency assessments of practicum.                      4. Development of syllabi for Environmental Sociology course, Sustainability Studies minor documentation, &amp; enrollment numbers.</p>	<p>1. Erika Derkas (sociology)                      2. Gloria Gadsden (sociology &amp; CJS)                      3. Rebecca Alvarez (sociology &amp; CJS)                      4. Mario Gonzales (anthropology)                      5. Orit Tamir (anthropology)</p>	<p>1. Annually                      2. Annually                      3. Annually</p>	<p>1. Spring / summer                      2. Spring / summer                      3. Spring / summer</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>1. We now offer a course on Environmental Sociology. (ongoing)                      2. Dr. Tamir is meeting with local Native American tribes, State and Federal entities, and a regional college in</p>	<p>All ongoing.                      Work with OIER to collect/report data this year.</p>	<p>- Work with new Dean of the College and Provost to move MA in CRM forward.</p>	<p>- 1. Finding new field work opportunities in a small community.</p>	<p>Yes-money for field trips to increase awareness of and participation in community</p>		

<p>Colorado in effort to establish <i>collaboration</i> regarding the CRM MA. (ongoing)                  3. Rosetti's Special Topics class engaged in a service learning project in the local food kitchens.</p>					<p>events and issues.</p>
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<p><b>5. Highlands University will achieve technological advancement and innovation.</b></p>	<p>1. Implement Zoom, Brightspace, and other relevant technologies in delivering distant education courses and in other courses when appropriate. Offer more courses in hybrid and online formats.                      2. Expose students to the latest technologies relevant to our fields.</p>	<p>1. Implement technologies and encourage faculty to attend training sessions on the use and implementation of such technologies. Offer more hybrid and online courses.                      2. Introduce technologies to students in appropriate courses.</p>	<p>1. Technologies implemented; courses offered; documentation using course schedules or syllabi.                      2. Documentation using courses schedules or syllabi.</p>	<p>1. Erika Derkas (sociology)                      2. Gloria Gadsden (sociology &amp; CJS)                      3. Rebecca Alvarez (sociology &amp; CJS)                      4. Mario Gonzales (anthropology)                      5. Orit Tamir (anthropology)</p>	<p>1. Annually                      2. Annually</p>	<p>1. Spring / summer                      2. Spring / summer</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
<p>1. We are continuing to implement Brightspae, Zoom, and online asynchronous technologies in course delivery. We are offering approximately 40% of our offerings using these modalities now.</p>	<p>Ongoing</p>	<p>- Continue with current practices.</p>	<p>- None</p>	<p>- Yes, monies for training in "best practices" and "quality matters" for online, blended,</p>		

<p>2. We have invited a curriculum designer to department meetings to share ideas and new innovations. 3. We are hoping to create two online MA degrees in CRM and Criminology.</p>					<p>and hybrid courses.</p>
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<p><i>6. Highlands University will achieve enhanced communication and efficiency.</i></p>	<p>1. Work to expand communication beyond department faculty in monthly department and discipline meetings. 2. Enhance communication with Center faculty and Directors.</p>	<p>1. Involve Center faculty and adjunct faculty in department and discipline meetings. 2. Include student representatives in department and discipline meetings.</p>	<p>1. Involve Center faculty and adjunct faculty in department and discipline meetings. 2. Include student representatives in department and discipline meetings.</p>	<p>1. Erika Derkas (sociology) 2. Gloria Gadsden (sociology &amp; CJS) 3. Rebecca Alvarez (sociology &amp; CJS) 4. Mario Gonzales (anthropology) 5. Orit Tamir (anthropology)</p>	<p>1. Annually 2. Annually</p>	<p>1. Spring / summer 2. Spring / summer</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
<p>1. Chair is in ongoing conversations with the various Center Directors via phone and email. 2. Chair responds to student email inquiries within 48 hours and keeps longer office hours than required.</p>	<p>Ongoing</p>	<p>- Continue with current practices. - Invite representatives from different offices and departments to department meetings to share information, ideas, and to increase awareness of services, resources, and programs that are available to students and faculty at the University.</p>	<p>- <b>High and intense teaching load makes it hard to find time to be available for students and participate in University service.</b></p>	<p>No</p>		



<p>3. Most faculty have an open door policy during office hours.</p> <p>4. Most faculty are serving on major committees, ensuring opportunities to work with faculty across disciplines.</p>				
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