

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 AVPAA/ORSP**

Main Contact: Ian Williamson

Email: iwilliamson@nmhu.edu

Phone: (505) 454-3342

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>Highlands University will achieve academic excellence, academic integration and student success.</p>	<p>1. Support University with HED/HLC compliance on academic side.</p>	<p>Coordinate with the Provost, Registrar, Deans, Chairs, Faculty, and Director of OIER as needed to ensure HED/HLC compliance on academic side.</p> <p>Work with HED entities and faculty bodies to ensure compliance with state changes to general education and the common core.</p> <p>Participate in statewide and national meetings to stay current and networked with changes to academic requirements of HED and HLC.</p>	<p>Successful NMHU compliance with HED General Education and Common Course Numbering requirements by Fall 2019.</p> <p>Successful HLC Site Visit in 2020.</p> <p>Continued monitoring of contingent faculty evaluations in the Academic Affairs office.</p>	<p>AVPAA</p>	<p>HED approves re-certification of all NMHU syllabi in the core, and common course numbers are assigned to these courses.</p> <p>HED and HLC approve all submitted substantive change requests.</p> <p>Contingent Faculty evaluation records are accurate and updated.</p>	<p>Fall 2019</p> <p>Summer 2020</p> <p>Ongoing</p>
	<p>2. Establish baselines for ORSP office around grants and indirect costs.</p> <p>3. Assist faculty in writing <u>scholarly grants</u>.</p> <p>4. Assist faculty and administrative staff in writing <u>service grants</u>.</p>	<p>Participate in statewide and federal meetings to stay current and networked with changes to academic requirements and grant initiatives.</p> <p>Maintain appropriate and negotiable indirect costs for NMHU.</p> <p>Provide information on relevant grant opportunities,</p>	<p>Complete Substantive Change Requests for Program and Location through the OIER Director and onto HLC.</p> <p>Federal Costing Concepts LLC (consultants) complete extended request proposal for Facilities and Administrative (F&A) indirect cost rate.</p>	<p>AVPAA and Grants Manager</p>	<p>US Dept. of Health and Human Services extends NMHU’s F&A indirect cost rate.</p> <p>Research Handbook is changed in AY 2019 and approved internally.</p> <p>All departments and relevant staff are consulted about grants</p>	

		<p>grants management, and federal/state grant policies & procedures.</p> <p>Assist FRC and administration to increase indirect allocation for faculty mini-grants and release time to write and administer grants.</p> <p>Coordinate with programs to identify research and service interests of faculty and administrative staff.</p> <p>Develop a Grants Work Group to work on improvements to both pre-award and post-award processes.</p> <p>Identify and contract with ORSP consultants to for grant preparation and evaluation services.</p> <p>Assist with changes and updates to the Research Handbook</p>	<p>Renegotiated policy to switch FRC funding to percentage of indirect funds, increasing allocation from ~4% to 5% for faculty mini-grants and release time to write grants.</p> <p>ORSP Graduate Assistant or ORSP designee identifies: (1) upcoming grant workshops; (2) identify grant opportunities; and (3) matching grants to staff and faculty interests.</p>	<p>in meetings throughout AY 19 and records of the current interests are kept.</p> <p>Baselines are measured such as: counts of submitted and funded research and service grants annually, indirect allocations, total amount of funded awards.</p> <p>A grants work group is established that meets at least 4X a year.</p> <p>Ongoing posting of policies/ procedures, grant-writing workshops, and data tracking of grants, & grant opportunities.</p>	
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Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
<p>Achieved: HLC Substantive Change in Media Arts MFA; HED and HLC Approval for Alternative Licensure; Several scholarly and service grants applied for</p> <p>Ongoing: Approval of HED Gen Ed Courses, Preparation for HLC Site Monitoring Visit,</p>	<p>Various Dates throughout AY 20</p>	<p>- Office should have a staff person on the pre-awards side in charge of stimulating grant applications at Highlands.</p>	<p>- Being a split position, the AVPAA will always be challenged in encourage pre-award grant activity without greater staff support given the duties to HLC, HED, and grants administration.</p>	<p>- Yes, a pre-award support person would require budgetary support.</p>

Contingent Faculty Evaluations				
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<i>Highlands University will be a community partner.</i>	<ol style="list-style-type: none"> Continue to support grant efforts that mutually support the community and Highlands (e.g., with Rio Mora Wildlife refuge, the Forestry and Wildlife Restoration Institute, or Pojoaque public schools). Support efforts of grant-writers to manage grants at Highlands that serve the community 	<p>Establish a baseline number of grant efforts that support the larger community.</p> <p>Identify potential funding agencies for grants that serve the community (e.g., substance abuse prevention or programs that benefit k-12 students in college preparedness).</p> <p>Identify grant-writers to write grants that have the potential to mutually benefit Highlands and the community.</p>	<p>Establish a record of grant efforts that support the community.</p> <p>Support submission of proposals seeking funding for Highlands and community partners.</p>	ORSP Staff	<p>Fall and Spring submission of grants for funding of grants involving community partnerships.</p> <p>1.</p>	Ongoing
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
Achieved: Several grants were submitted in community partnership that included at least one involving Rio Mora, Forestry and Wildlife Restoration Institute, Pojoaque, Los Alamos Math and Science Academy, UNM, and NMSU; Consultants/grant-writers were contracted throughout AY 2019.	Various Dates	<p>Continue partnering with local and statewide community partners in applying for grants and contracts to support activities to our mutual benefit.</p> <p>Continue to establish contacts with grant-writers who specialize in writing grants in the changing and varied areas of scholarly and service interest at Highlands</p>	- Finding proper support in the office to find grants and contracts that are appropriate for Highlands	Yes, a pre-award support person would require budgetary support.		

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Highlands University will achieve technological advancement and innovation.	1. Operationalize Banner Grants Module and use of BDMS	a. Establish a Banner/BDMS working group from Business Office, ORSP, and ITS. b. Establish timeline for training and implementation of module & BDMS.	Working group: (1) Determines software capabilities; (2) Creates steps for implementation; (3) Identifies additional budget needs related to software or resources; & (4) Determines training schedule for module & BDMS	ORSP Staff, ITS, and 1. Business Office	Grants module and BDMS operationalized and implemented 1. to track grant activity.	Spring 2021
	2. Use OneDrive to maintain copies of current grants	a. Identify list of current grants. b. Ensure PI's and grant manager make PDF documents of most important documents pertaining to the grant. c. Ensure that these documents are kept current on the system.	1. Critical grant materials are stored online in secure OneDrive account through ORSP office.	2. Graduate Student Assistant	2. Grants are stored online by Fall 2020.	Fall 2020
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
- Ongoing	These goals are incomplete.	- As soon as we hire a restricted funds account manager, and maybe before, we will need to work with ITS to bring the Banner Grants Module online.		- The loss of the key staff member (i.e., the Restricted Funds Manager) most closely involved with the Banner Grants Module, and more urgent goals kept our office from prioritizing this goal. Still, the Grants Module would be a big help to our office after we successfully onboard it.		- Perhaps, the technology is already there but training in the Banner Grants Module would be required.

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<p>Highlands University will achieve enhanced communication and efficiency.</p>	<ol style="list-style-type: none"> 1. Maintain Research Handbook updates and effectively disseminate its policies to faculty and administrative staff. 2. Ensure greater administrative awareness and approvals of ongoing grant efforts. 3. Grow collaborative partnerships between Highlands and other community colleges and university in the state. 	<ol style="list-style-type: none"> 1. Update the Research Handbook 2. Provide access to Handbook on the website and through university email. 3. Offer semester workshops on targeted Handbook policies and participate in faculty meetings where relevant Handbook policy issues can be discussed. 	<p>Research Handbook is changed</p> <p>ORSP Grants Manager will report a decrease in late grant submissions compared to previous years.</p> <p>Board of Regents approve policy procedures if needed.</p>	<p>ORSP Staff</p>	<p>Submission of updates to Vice President of Academic Affairs and to Board of Regents when additions/modifications to the Research Handbook are needed.</p> <p>1. Faculty and administrative staff report on ORSP's Annual Survey Monkey greater accessibility and understanding of Research Handbook policies and procedures annually.</p>	<p>August 2019</p>
		<ol style="list-style-type: none"> a. Increase the role of Deans and VP's in research and service efforts. b. Increase coordination of Independent Institutes and large grants with appropriate academic units 	<p>Communicate with Provost at weekly meetings regarding issues with grants on both pre-award and post-award side.</p> <p>Meet with Deans at Provost Council and in other venues to ensure participation in grant writing, management and implementation.</p> <p>Ensure grant pre-proposals are submitted through the Dean, AVPAA, Provost, and VPFA for approval</p>	<p>ORSP Staff</p>	<p>Annual count of pre-proposals with all administrative signatures completed before grants submitted.</p> <p>Annual count of grants applied for and awarded of collaborative projects between multiple entities on campus.</p> <p>Annual count of grants applied for and awarded of collaborative projects between multiple entities on campus.</p>	<p>August 2018</p>

			before submissions of grants. Encourage academic units and various administrative staff entities submit collaborative projects.			
	3. Establish Biohazard Safety CMTE	a. Work with Biochemistry faculty, NHI, and community partners to establish a committee to review biological and chemistry research at Highlands for risks to public health. b. Ensure the CMTE meets NIH standards.	Environmental Health and Safety Committee policy updated. EHS policies approved by FRC, Administration, and BOR Committees.	Safety Officer VPAA, Biology Dept Faculty, ORSP Staff and ORSP Consultant	Environmental Health and Safety Committee policy published in Research Handbook.	Fall 2018
	4. Conduct a brief historical analysis of the recovery of indirect costs and the three ORSP budgets to determine changes to grants over the last ten years.	a. Work with Restricted Funds Accountants to gain knowledge of changes to grants budgets over the last 10 years at Highlands. b. Update administration and faculty as to the results of this analysis.	Analytic report Meetings with Highlands faculty, staff, and administration regarding the results	AVPAA, Grants Manager, and Restricted Funds Accountants	Analytic report and record of meetings and forums discussing the history of grants budget at Highlands.	By Fall 2019
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
- Achieved: The Research Handbook is being maintained. Grant Proposal Routing Forms are more actively used and are now a part of the CBA which ensures greater administrative awareness and approvals. We partnered with UNM	Throughout AY 2019	- Grant Proposal Routing Forms should continue to be universally used when applying for external grants.	Having a single person monitoring grant compliance in an office our size is challenging. Prior grants have gone out with less scrutiny and some unconsidered and incorrect choices were made regarding requests for indirect funds, release time, or matching. This should continue to be monitored.	No		

and NMSU on grant applications this year.			Turnover in Project Directors has created big challenges in active administrative monitoring of the grants	
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