

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: Counseling Department

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Strategic Goals for 2020 Planning for FY19-FY21	Unit Goals	Unit Actions/Strategies	Measurable Outcome(s)/	Person(s) Responsible	Indicators and Time Frame for Assessment	Date(s) for Review
1. Highlands University will achieve academic excellence, academic integration and student success.	1. Clarify the mission, vision and values of the Counseling Department	1. Meetings and discussion 2. Review current University Mission and Vision	1. Updated Mission Statement 2. Updated Vision Statement 3. Statement of objectives	1. Chair 2. Fulltime Faculty	1. Dialogue on Results	1. Initial: 12/05/16 2. Final: 8/29/18
	2. Replace retired CBA faculty member on Las Vegas Campus Fill new Tenure-Track position FM/LV? Replace Term position RR/LV?	1. Re-post position 2. Conduct interviews 3. Make selections	1. Fill as term positions for FA 2019 2. Tenure-track Faculty in place for FA 2020	1. Chair 2. Search Committee 3. HR	1. Loop Closing Est. completion dates: 1. 08/01/2019 2. 12/31/2019	1. Ongoing until positions filled
	3. Increase quality of applicants	1. Revise application requirements (i.e. include structured statement of interest; resume) 2. Establish consistent evaluation procedure for admittance 3. Establish admissions deadlines	3. New criteria and admissions selection procedure will be in catalog 1. Higher average GPA for group admitted	1. Chair 2. Fulltime Faculty 3. AAC 4. Registrar	1. Loop Closing 2. Dialogue on Results 3. Participation in Program Assessment	1. Initial: 10/26/16 2. Final: 1/25/17 3. Implemented Fall 2017
	4. Systematic evaluation	1. Add assessments to measure student learning outcomes at early and midpoints of program.	1. University Outcomes Assessment Reports 2. SOE Assessment Plan 3. Counseling Assessment Plan following CACREP	5. Chair 6. Fulltime Faculty 7. Term Faculty	1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results	Ongoing Est. implementation dates: 1. 8/15/2019

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		<ol style="list-style-type: none"> 2. Collect student learning outcomes data using an electronic system, i.e. D2L portfolio. 3. Collect program data through surveys of students during program, at the completion of program, and from employers. 4. Collect data on licensure/certification of program graduates 	requirements	8. Adjunct Faculty (if involved with courses identified in assessment plan)	<p>4. Participation in Program Assessment</p> <p>Implementing VIA Watermark program for data collection and assessment.</p>	2. 1/15/2020
	5. Provide specialization opportunities for students	<ol style="list-style-type: none"> 1. Launch Addictions Certificate 2. Explore additional Certificates (i.e. MFT, Trauma, Experiential, Rehabilitation/ Disabilities Studies, College and Career) 	<ol style="list-style-type: none"> 1. Approved Certificates in identified areas 2. Identified target enrollment for each Certificate 	<ol style="list-style-type: none"> 1. Point faculty for each emphasis 2. Chair 3. AAC 	<ol style="list-style-type: none"> 1. Loop Closing (Addictions Cert) 2. Dialogue on Results 	On hold until CACREP achieved
	6. Provide student research opportunities	<ol style="list-style-type: none"> 1. Identify key research projects for each CBA faculty and support faculty in involving student participation 2. Seek funding to provide travel monies for students to attend professional conferences. 3. Pursue opportunities in which students can co-present with a faculty, or present independently at local, state, and national conferences. 4. Independent studies designed for faculty- 	<ol style="list-style-type: none"> 1. One item from the following possibilities each year. <ol style="list-style-type: none"> A. Article co-written by student(s) B. Conference attended by student(s) C. Presentation by faculty & student(s) D. Presentation by student(s) 	1. Fulltime Faculty	<ol style="list-style-type: none"> 1. Encourage publishable papers in conjunction with new course: COUN 6280 Research and Program Evaluation 	Ongoing: Fall each year

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		student co-research projects. 5. Promote Faculty/Student Research Day				
	7. Job Placement	1. Explore ways to network with local, State, and national behavioral health agencies and public schools. 2. Team with Career Services to research, solicit and post job opportunities to Counseling Department page of NMHU Website regularly.	1. Continually updated directory of job opportunities	1. Fulltime faculty 2. Administrative assistant to Counseling Dept 3. Clinical Experiences Coordinator (starting Fall 2019)	1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment Est. completion date: Ongoing	1. Initial: 11/15/16 2. Midpoint: 12/7/16 3. Ongoing as information is received
	8. Insure quality of per course faculty	1. Implement new evaluation system 2. Review syllabi 3. Review Vitae/Resumes	1. High (3) satisfaction ratings on student course evaluations	1. Chair	1. Improvement of Learning 2. Dialogue on Results	Process in place Ongoing
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
1. Achieved	1. 9/15/2018	1. Assign full-time faculty to lead review of Mission, Vision and Values in relation to University		1. No		
2. Ongoing	2. Search for Term faculty – 2019-20 3. Search for permanent faculty – 2020-21	2. Consider feasibility of faculty post in Farmington	Delays in getting information from HR. Travel for candidates awkward. Position description needs revising to acknowledge that Counselor Education candidates may not have online teaching experience. Need more qualified candidates who are committed to being in Las Vegas or Farmington. Low salary	2. Yes		
3. Achieved	3. 8/11/17					

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NMHU Strategic Planning Template

End of FY 19

4. Ongoing	4. Annual report (Fall)	4. Continuous collection of data with annual reports to Department in the Fall		4. Piloting VIA Watermark	4. Yes	
5. Stop (defer to after CACREP)					5. Yes, when times	
6. Ongoing		6. Encourage students to write publishable papers and submit to journals with Faculty especially in COUN 628 Research. Encourage students to present alone and with faculty.		6. Funding for students to attend conferences (encourage application to Student Senate)	6. No	
7. Ongoing		7. Contact Career Services to advertise rather than trying to add to Counseling website pages. Proposed clinical faculty network with sites. Part-time Administrative Assistant has Webpage expertise.		7. Time to devote to website	7. Yes	
8. Achieved/Ongoing	8. Data			8. Weekend observations	8. No	
2. Highlands University will achieve strategic enrollment management.	1. CACREP Accreditation	1. Write self-study 2. Submit application 3. Revise self-study as needed until achieve approval for site visit 4. Prepare for site visit 5. Participate in site visit	1. Achieve accreditation 2. Continuation for Rehabilitation 3. New accreditation for CMHC, Clinical Rehab, and School	1. Faculty	1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment Self-Study FA 18	1. Self-Study has been reviewed and an addendum requested. Due by 11/4/2019. 2. Once self-study is accepted, approximately 18 months until possible site visit
	2. Marketing	1. CACREP accreditation creates opportunity for national marketing to bring students to Las Vegas Campus 3. Brochures 4. Website 5. Sign on a bus 6. Billboards	1. NMHU Counseling Program recognized statewide 2. NMHU Counseling Program recognized nationwide	1. Faculty 2. Enrollment Management 3. University Relations	1. Loop Closing 2. Dialogue on Results	Ongoing
	3. Program development	1. Evaluate current programs in light of newer CACREP Standards	1. Needs assessments 2. Survey results 3. Revised Programs of Study	1. Faculty 2. Administrative assistant to Counseling Dept	1. Loop Closing 2. Improvement of Learning 3. Dialogue on	Reviewed and approved by AAC Spring 2018

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		2. Revise School Counseling Concentration to increase from 48 credits to 60 credits as per new ASCA 2020 standards		(currently there is none) 3. AAC	Results 4. Participation in Program Assessment Launch Fall 2018	
	4. Recruitment	1. Devise and implement recruitment plan for International students to Las Vegas Campus 2. Set caps and stabilize Rio Rancho Center 3. Set targets for Santa Fe and Farmington Centers 4. Market fully online, 48-credit Rehabilitation Counseling Concentration	1. Targets: Las Vegas - 75 students with 3 fulltime faculty Rio Rancho – 90 students with 4 fulltime faculty Farmington – 60 students with 2 fulltime faculty Santa Fe – 60 students with 2 fulltime faculty Online 48-credit Rehabilitation Concentration – 90 students with 4 fulltime faculty 2. Increase faculty to keep up with targets and meet CACREP requirements for student/faculty ratios (20 FTE/1)	1. Chair 2. Faculty 3. Enrollment Management 4. University Relations	1. Loop Closing 2. Dialogue on Results Targets to grow program by 175 students over the three years following accreditation. Requires faculty increase from 8-15.	1. CACREP self-study SP 2019 2. Push to grow after Accreditation; target, Summer 2020
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
1. Ongoing	Self-study Spring 2019	Once self-study is submitted, assessment and data-gathering must become consistent, ongoing and thorough. A departmental annual review of every individual student is expected along with program evaluation.	Time Compiling evidence Administration of the documentation	Yes		
2. Concentrate on Website	Website needs to be revised – Spring 2019 target	General marketing. Focus on website. Once CACREP Accredited, develop a wider marketing program.	Time and website expertise	Yes		

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End of FY 19

3. Achieved	Spring 2018				No	
4. Ongoing	FA 2017	As with marketing, significant recruitment needs to wait until after CACREP Accreditation is likely to be confirmed		Balancing the addition of students with the addition of faculty	Yes	
3. Highlands University will achieve a vibrant campus life.	1. Professional Associations for students	1. Reinstate COSA 2. Add ARCA 3. Add Chi Sigma Iota (CSI)	1. Membership in organizations	1. Faculty 2. GA's 3. Administrative assistant to Counseling Dept	1. Dialogue on Results 2. Participation in Program Assessment	Review Fall
	2. Cohort meetings	1. Schedule semester meetings	1. Cohort meetings	1. Faculty 2. GA's 3. Administrative assistant to Counseling Dept 4. Clinical Experiences Coordinator (starting Fall 2019)	1. Dialogue on Results 2. Participation in Program Assessment	Review Fall
	3. Alumni functions with current students	1. Develop alumni list and schedule semester meetings	1. Alumni functions	1. Faculty 2. GA's 3. Administrative assistant to Counseling Dept 4. Clinical Experiences Coordinator (starting Fall 2019)	1. Dialogue on Results 2. Participation in Program Assessment	Review Fall
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)	Budget Consideration (Yes / No)	
1. Stop	Defer to after CACREP	Continue Orientation meetings in Rio Rancho		National honors society for counseling is tied to CACREP membership	Yes	
2. Ongoing	Fall & Spring	Schedule orientation meetings/gatherings for Las Vegas		Current .5 Administrative Assistant needs to be increased to fulltime	Yes	
3. Ongoing	Fall	Create and require review of online Orientation for distance students		Current .5 Administrative Assistant needs to be increased to fulltime	Yes	

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<p>4. Highlands University will be a community partner.</p>	<p>1. Establish consistent and monitored system for Practicum & Internship placement</p>	<p>1.Hire two clinical faculty 2.Rank Field Site Placements based on a set criteria and student evaluations 3.Establish formal relationships with key field sites to ensure placement of students in high quality training sites</p>	<p>1. Handbook of procedures for field placement 2.Standardize forms 3.MOU's in place with districts and agencies 4.Clinical staff – liaisons (RR, LV, SF, FM)</p>	<p>1. Chair 2. Clinical staff 3. Faculty</p>	<p>1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment</p> <p>Est. completion date: Ongoing</p>	<p>Fall and Spring Annual Outcomes Assessment</p>
	<p>2. Develop Counseling Training Centers at all sites</p>	<p>1.Secure needed space and equipment in SF, RR and Farmington 2.Secure funding</p>	<p>1. Exploratory reports on feasibility 2. Identified grant opportunities 3. University support</p>	<p>1. Faculty 2. Clinical Staff</p>	<p>1. Dialogue on Results</p> <p>This is a 3-year process with only the planning portion identified here.</p>	<p>On hold until CACREP achieved</p>
	<p>3. Continuing education opportunities for licensed and certified clinicians</p>	<p>1.Offer weekend workshops during the intersession and summer 2.Insure approved provider status with the state licensing boards to offer CEU trainings</p>	<p>1. Exploratory reports on feasibility 3. University support</p>	<p>1. Faculty 2.Center Directors 3.Clinical Experiences Coordinator (starting Fall 2019)</p>	<p>1. Dialogue on Results</p> <p>Est. completion date for plan: 5/15/17 Ongoing</p>	<p>1.Initial: 11/15/16 2.Midpoint: 12/7/16 3.Final: 5/15/17</p> <p>Ongoing: Fall each year</p>
	<p>4. Partner with school districts to increase training opportunities for professional school counselors, and support school counselors in implementing appropriate professional school counselor functions</p>	<p>1. Meet with Districts 2. Explore co-writing grant opportunities 3. Professional Development swapping</p>	<p>1. Secured funds for training 2. Cohort programs in place</p>	<p>1. School Counseling Faculty 2. Full-time faculty 3. SOE Dean 4. Clinical Experiences Coordinator (starting Fall 2019)</p>	<p>1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment</p> <p>Est. completion date: Ongoing</p>	<p>Ongoing: Fall each year</p>

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1. Ongoing	FA 2017 send out site surveys	Clinical faculty for supervision and monitoring of field placements continues to be a need. CACREP requires significant levels of monitoring and specific training for students and support for site supervisors.		Funding		Yes
2. Stop	Defer until after 2020	Counseling training centers require significant planning and initial start-up funding. Collaborate with Social Work and Psychology.		Location Coordinator		Yes
3. Evaluate	Presentations by faculty a couple times a year	Training of current licensed clinicians could be a source of income for a variety of activities. Promote faculty/student interactions Use ZOOM as a modality		Coordinating with Social Work who currently does workshops		
4. Ongoing	ABQ Public Schools 4/18 RR Public Schools 9/18 RAMP Application Reviewer as of 9/17	RR School Counseling faculty has taken the lead and is developing strong relationships with RR & ABQ Public Schools.				Initiated FA 2017 and has been ongoing
5. <i>Highlands University will achieve technological advancement and innovation.</i>	1. Training of all faculty (CBA, Term, and per course) in learning platform (currently BrightSpace)	1. Work with IT 2. Work with Center for Teaching Excellence	1. Established training policy 2. Recording system to monitor completion of training	1. Chair 2. Faculty 3. IT 4. Center for Teaching Excellence	1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment Est. completion date: Ongoing	Ongoing: Fall each year
	2. Develop on-line counseling capacity	1. Seek funding for equipment 2. Establish protocol	1. Section in Handbook of policies for online 2. Agreements in place that show University support	1. Chair 2. Clinical staff 3. Faculty 4. SOE Dean	1. Improvement of Learning 2. Dialogue on Results	Remove from goals
Action Status w/Description	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)

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(Achieved, Ongoing, Stop)				
1. Achieved				Complications with equipment, supervision, and procedure No
2. Stop		Remove from goals with possible review at a later point.		
6. <i>Highlands University will achieve enhanced communication and efficiency.</i>	1. Implement Electronic Signatures to decrease the processing time for required student documents (Programs of Study, Course Substitution Form, etc.), as well as required faculty documents (course schedules, leave forms, book orders, etc.)	1. Investigate the cost and procedures for implementation of Electronic Signatures in the School of Education 2. Pilot using electronic signatures in SOE; 3. All electronic documents correctly placed in the required format to accept electronic signatures 4. All faculty, but especially dept. chairs and other "signature employees" (Dean, Advisors, VPAA) are trained to use electronic signature format	1. Electronic signature capacity	1. Registrar 2. IT 3. VPAA 4. SOE Dean 5. SOE Chairs 1. Loop Closing 2. Dialogue on Results 1. Initial: Spring 2017 We can review progress, but this is an administrative task.
	2. Enhanced website	1. Develop website information to communicate with current and prospective students	1. Website pages which are interactive, informative, and useful to incoming students, current students, and faculty	1. Point faculty 2. Chair 3. University Relations 1. Loop Closing 2. Dialogue on Results Ongoing
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. In hands of administration		Because of workflow issues and cost of system, electronic signatures must be initiated at the University level	This must be done at the University level	Yes
2. Ongoing	Spring 2019	Move forward with small sections	Time and expertise	Yes

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