

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 Farmington Center*

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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>	<p>1. Work to increase the number of non-thesis degree programs to ensure a higher completion rate. 2. Assist in the development of new MA degree programs, including one-year Professional MA programs. 3. The Graduate Office will dedicate itself to the delivery of excellent and timely service to help students become enrolled and complete their graduate programs. 4. The Graduate Office will reach out to programs in the CAS and the Schools to work to eliminate “roadblocks” and “silos” that inhibit student success.</p>	<p>1. Meet with program faculty to assist in the development of non-thesis programs, including attending Academic Affairs Committee meetings in support of such programs. 2. Help in the development of new MA degree programs through AAC, the BOR, and the New Mexico Council of Graduate Deans. 3. Meet weekly with Graduate Office staff and student employees to refresh our understanding of our mission, to find ways to improve service, and to streamline Graduate Office processes generally. 4. Meet with School deans, Business Office, Human Resources, and Student Accounts Receivable to eliminate roadblocks and silos as they pertain to student success.</p>	<p>1. The number of new non-thesis programs proposed. Approval will take longer, however. 2. Evidence of pursuit of new MA degree programs proposed and presented to the AAC for approval. 3. Improved customer service 4. Demonstrable changes to remove roadblocks</p>	<p>Warren Lail</p>	<p>1-4. May 2019</p>	<p>1-4. Annually</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Outcomes and Recommendation(s)</p>	<p>Challenge(s)</p>	<p>Budget Consideration (Yes / No)</p>		
<p>- Largely Achieved</p>	<p>Various dates during AY 18-19</p>	<p>- One new non-thesis program approved (Biology) - One additional non-thesis program in development</p>	<p>- Push-back from some faculty who do not believe in offering a non-thesis</p>	<p>No</p>		

		<p>(Forestry)</p> <ul style="list-style-type: none"> - Non-thesis option became more employed in the Department of History and Political Science - MFA approved by HLC and applications being accepted - Alternative Teacher Licensure program developed - Graduate Dean worked with Political Science faculty to help nine (9) additional MA students graduate - Routing of paperwork changed, forms changed, and graduate petition process changed - Additional meetings with HR, Business Office, Financial Aid, and Registrar's Office needed on a regular basis 	<p>MS degree</p> <ul style="list-style-type: none"> - One faculty member was unhelpful with regards to helping students complete their degree programs - Graduate petition process was not vetted or approved by the Graduate Council 	
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<p>2. <i>Highlands University will achieve strategic enrollment management.</i></p>	<p>1. To move the admissions function of the Graduate Office to the Office of Strategic Enrollment Management with the use of Slate. The goal is to increase graduate enrollment at NMHU by 500 students by 2022.</p>	<p>1. Secure approval from the Administration move graduate admissions to the SEM office. 2. Meet with graduate programs to assess their enrollment goals. 3. Secure an increase in budget to cover GRE search, an increase in the travel budget to attend career fairs and sponsor graduate recruiting events at NMHU Centers and surrounding colleges and universities. 4. Encourage the development of additional online graduate programs and courses. 5. Encourage large programs, i.e., MBA, to increase class sizes to accommodate additional enrollment.</p>	<p>1. If it comes to pass. 2. Whether overall graduate enrollment increases. 3. To see an increase in budget for the items listed. 4. Document any new online programs or courses. 5. Determine whether the large programs increased class sizes and by how much.</p>	<p>Warren Lail and others</p>	<p>May 2019</p>	<p>Annually</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Outcomes and Recommendation(s)</p>	<p>Challenge(s)</p>	<p>Budget Consideration (Yes / No)</p>		
<p>- Ongoing</p>	<p>Due to happen at any time</p>	<ul style="list-style-type: none"> - The Administration has agreed to move all graduate admissions to the SEM office immediately - Graduate programs were polled regarding enrollment goals - No additional funding for GRE search or travel for recruiting of graduate students was obtained - Additional graduate programs were added - The School of Business increased class sizes to increase enrollment 	<ul style="list-style-type: none"> - Creating a new FTE position in the SEM office to manage graduate admissions (no approval as of May 2019) - Some programs will not take additional graduate students if they do not get additional graduate assistantships to support them - We need more funding for graduate recruitment 	<p>Yes</p> <p>Yes</p> <p>Yes</p>		

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<p>3. Highlands University will achieve a vibrant campus life.</p>	<p>1. Recognize graduate students for their excellence in teaching, lab and class assistance and for their overall contributions to the university. 2. The Graduate Office will acknowledge the important role of Graduate Faculty.</p>	<p>1. Work with the CTE to establish Graduate Student training at the beginning of each semester that will include Title IX and FERPA training. 2. During the first week of classes in the Fall semester, the Graduate Office (budget permitting) will host a cook-out for Graduate Students as a welcome-back event and to get the AY off to a good start.</p>	<p>1. Whether it takes place. 2. Whether it takes place.</p>	<p>Warren Lail and others</p>	<p>May 2019</p>	<p>Annually</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Outcomes and Recommendation(s)		Challenge(s)	Budget Consideration (Yes / No)	
<ul style="list-style-type: none"> - Ongoing 	<p>Various</p>	<ul style="list-style-type: none"> - Faculty were recognized at Faculty Excellence Event, most of whom are members of the graduate faculty - The graduate office did not receive funding to host the cook-out for graduate students at the beginning of AY 18-19 - More funds should be allocated to the Graduate Dean for recognition/celebration events for students and faculty 		<ul style="list-style-type: none"> - Lack of funding in the Graduate Office for anything other than baseline operations 	<p>Yes</p>	

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4. <i>Highlands University will be a community partner.</i>	1. The Graduate Office will encourage community involvement.	1. Encourage students to present research at community venues.	1. Whether it happens.	Warren Lail		Annually
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
- Achieved	Continuous throughout 18-19	<ul style="list-style-type: none"> - Several graduate students have presented research and otherwise worked with community members and organizations - NMHU's partnership with Los Alamos National Laboratory has resulted in a new graduate program as well as an alternative teacher licensure program 	<ul style="list-style-type: none"> - Insufficient funding to fuel the NMHU, LANL, PVSD partnership - Grants are being sought 	<p style="text-align: center;">Yes</p> <p style="text-align: center;">Yes</p>		

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<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>Begin a transition to paperless tracking and documentation of graduate student information and activities as they progress through their graduate programs.</p>	<p>Meet with other units and offices to find a way to eliminate much, if not all, of the paper that is used in our documentation and tracking of graduate students. Convince the university to invest in the BANNER Graduate Student Tracking Module.</p>	<p>Document all successes in this area</p>	<p>1. Many parties</p>	<p>1. AY 18-19</p>	<p>Annually</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Outcomes and Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<p>- Not achieved</p>	<p>Not achieved</p>	<p>- We made no progress toward graduate student tracking using the BANNER system</p>		<p>- Lack of funds for ITS to purchase the Graduate Student Tracking Module for BANNER</p>		<p>Yes</p>

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<p>6. Highlands University will achieve enhanced communication and efficiency.</p>	<ol style="list-style-type: none"> All phone calls are answered promptly and all emails responded to in a timely fashion, generally within 24 hours. Revise and update Graduate Handbook. 	<ol style="list-style-type: none"> During weekly meetings with staff and student employees, stress the importance of timely and courteous communication whether in person, via phone or email. Work with the Graduate Council to revise and update the Graduate Handbook and bring it in line with our policies (and update policies if needed). 	<p>Improved performance</p>	<p>Warren Lail</p>	<p>1.</p>	<p>Annually</p>
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<ul style="list-style-type: none"> Ongoing 	<p>Ongoing</p>	<ul style="list-style-type: none"> Timely communication is a constant goal, but the 24-hour turnaround has been difficult to accomplish – generally accomplished, but not always Recommend to designate one person responsible for returning all phone calls or emails within the 24 hour period 		<p>Our antiquated graduate admission system requires us to field a large number of phone calls and emails from applicants simply checking the status of their applications. Moving to Slate will alleviate most of these problems</p>	<p>Yes (but in the SEM office)</p>	