

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>	<p>1. Degree plans, degree works and scheduling integration</p>	<p>1a. Collaborate with academic units to ensure Academic Roadmap available for each program 1b. Review and ensure alignment of current degree plans in catalog and as scribed in Degree Audit 1b.b Review of all GRADUATE programs as those entered previously were incorrect – each must be aligned. TOG 8/31/18 1c. Develop advanced scheduling and program plans in terms of approved academic calendar 1d. Propose an advanced</p>	<p>1a. An integrated approach to calendaring, scheduling, and degree plans is approved and in effect 1b. Part of measurable improvement in retention, degree completions, reduction in paperwork for Office of Registrar and department schedulers</p> <p>1b.b Each Graduate program will be reviewed and updated. (TOG 8/31/18)</p>	<p>AC, GS, TOG</p> <p>1b.b AC, AB, TOG (TOG 8/31/18)</p>	<p>Analysis and pilot program in place by SU18 Results of pilot FA18 Proposal of all programs</p>	<p>FA18 SP19, prior to call for FA19 schedule (TOG 8/31/18)</p>

	<p>2. Review and recommend policies as identified as needed based on current and upcoming enrollment trends, and needs for proper alignment of processing processes.</p>	<p>scheduling plan for approval by AAC, FS, VPAA</p> <p>1e. Use Social Work as pilot program</p> <p>2. Collaborate and develop catalog policy task force.</p> <p>2a. Review all current policies, ensure alignment and propose recommendations through academic affairs.</p> <p>2b. Follow-up with necessary campus communication and catalog updates.</p>	<p>2. Meet monthly to review each section of the undergraduate and graduate catalogs and discuss needs.</p> <p>2a. Mark each section as complete after each discussion and forward all recommendation to Academic Affairs Committee as needed.</p> <p>2b. Corrections or changes made in appropriate areas, i.e. catalog, online, forms.</p>		<p>Taskforce to begin review Fall 2017. Completion by Spring 2018, and final implementation end of Spring 2018 with updates in 18/19 catalog. Updated for new academic year and catalog year. (TOG 8/31/18)</p>	<p>Ongoing per semester (TOG 08/31/18)</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Recommendation(s)</p>	<p>Challenge(s)</p>	<p>Budget Consideration (Yes / No)</p>		
<p>1. Ongoing</p> <p>Catalog updates require constant review and assurance Degree Audit is aligned appropriated.</p>	<p>Ongoing through academic year 2018-2019.</p>	<p>Develop a focus group within each academic unit to ensure catalog is aligned with each program of study and each degree audit based on catalog year.</p> <p>Each department chair for each academic unit received updated catalog information and was requested to review and update</p>	<p>Each action item is a constant and ongoing. There is never final completion date. However, the catalog is prepared in a timely fashion and available prior to the start of that academic year.</p>	<p>No</p>		

<p>Provided a greater sense of communication with academic units to ensure POS' is aligned with catalog and DA.</p> <p>2. Ongoing</p> <p>As catalog has been reviewed and updated, so has the contents. Academic units and committee members have begun to engage in communication and discuss possible recommended changes.</p>		<p>as needed. Many changes were submitted and approved through AAC for the 19-20 catalog.</p> <p>The academic units had a minimum of 30TOG 5/8/19</p> <p>Develop task force to review all catalog policies and generate recommendations as needed based on enrollment trends and up-to-date practices.</p> <p>A subcommittee evolved through the AAC that included UG and GR faculty. Several policies were reviewed, developed and discussed. The process came to a halt as the Faculty Senate indicated it was the Senate's responsibility to review policy and forward recommendations for review and rewrite as appropriate. The FS forwarded two areas of concern. One was the acceptance of ADNs as the University accepts AA's and AS's; and the other was transfer credits specifically reviewing how non-accredited courses are accepted and applied. No action was taken on either one. No undergraduate policies were updated or implemented. TOG 5/8/19</p> <p>The Graduate Council reviewed the entire graduate handbook and recommended several changes. The recommended changes were forwarded to the AAC, who reviewed and approved the recommended changes. The recommendations must now be reviewed and approved by Faculty Senate, VPAA, and BOR prior to implementation. These changes will not appear in 2019/20 catalog. TOG 5/8/19</p>		<p>Membership for each focus group and task force may change; therefore, ideas and thoughts will also change.</p> <p>The review process for each policy takes time. Changes are not immediate and each unit has a different interpretation. There are a number of layers that review, and consideration prior to approval. Changes must be vetted through AAC, FS, VPAA, and BOR. TOG 5/8/19</p>		
<p>2. Highlands University will</p>	<p>1. IDI</p>	<p>1a. Collaborate with ITS, and academic units to</p>	<p>1a. Completion of project as submitted to UNM project directors.</p>	<p>AC, TOG, AVPAA</p>	<p>Submission of appropriate documentation</p>	<p>Ongoing as needed by IDI project managers.</p>

<p><i>achieve strategic enrollment management.</i></p>	<p>2. Common Course Numbering 3. Common Core</p>	<p>ensure programs are aligned with Banner coding and reports written and submitted and necessary</p> <p>2. Collaborate with all academic units offering 100-200 level courses. 2a. Collaborate with AVPAA, Chair of AAC, Chair of FS, and Director of OIER to develop a response submission process to HED. 2b. Collaborate with ITS to develop script to roll all classes with new numbering system. 2c. Develop Project management implementation plan.</p> <p>3. Collaborate with all academic units offering courses currently listed under General Core. 3a. Collaborate with AVPAA, Chair of AAC, Chair of FS, and Director of OIER to develop a</p>	<p>1b. Maintenance and updates as changes processed in academic affairs.</p> <p>2. Completion of realignment of numbers in Banner and in catalog.</p> <p>3. Completion of submission of all forms to HED for approval.</p>		<p>to UNM project managers July 2017. On-going maintenance with updated program information. New IDI data entry graduate student. (TOG 8/31/18)</p> <p>Live online date as determined by IDI project managers. Changes reflective as approved through Academic Affairs Committee.</p> <p>Must be completed by Fall 2019 as per state statutes.</p>	<p>End of Fall 2017 term. End of Spring 2018 term. On-going maintenance. Update completed by Fall 2018. IDI on-going progress (TOG 5/8/19)</p> <p>Common Course numbering in Banner completed prior to Fall 2019 schedule available (March 2019). 19/20 catalog completed. TOG 5/8/19</p> <p>Common Core alignment and numbering completed in Banner and catalog prior to fall 2019 semester. Completed April-May 2019. TOG 5/8/19</p>
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		<p>response submission process to HED.</p> <p>3b. Develop Project management implementation plan.</p>			
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)	
<p><i>Achieved/Ongoing</i></p> <p>IDI reports have been submitted to our UNM Counterparts.</p> <p>Common numbering has been completed as required by state statute (completion due by August 1).</p>	<p>Implementation should be by end of Fall 2017.</p> <p>Extended due to updated programs and Grad data entry person. (TOG 8/31/18)</p> <p>Update completed by Fall 2018.</p> <p>IDI on-going progress (TOG 5/8/19)</p> <p>Common Course numbering in Banner completed prior to Fall 2019 schedule</p>	<p>Continued communication and collaboration with IDI Counterparts, and ITS team as additional information may be needed.</p> <p>Continue review of all catalog information, subject codes and course descriptions. Updates or changes may be needed throughout next academic year. (TOG 5/8/19)</p>	<p>Coding was different, and each code had to be reviewed and updated accordingly. All coding is now up-to-date, and will be reflected appropriately in ID program.</p> <p>New graduate student to oversee project (TOG 8/31/18)</p> <p>All subject codes and numbers have been updated. Challenge has been updating manually the pre-requisites and co-requisites. Additionally, HED has not completed all numbering process. Some academic units were not happy with realigned numbers and additional changes may be needed. (TOG 5/8/19)</p>	<p>NO</p>	

<p>Common Core alignment due Fall 2019.</p>	<p>available (March 2019). 19/20 catalog completed. TOG 5/8/19</p> <p>Common Core alignment and numbering completed in Banner and catalog prior to fall 2019 semester. Completed April-May 2019. TOG 5/8/19</p>					
<p>3. Highlands University will achieve a vibrant campus life.</p>						
<p>4. Highlands University will be a community partner.</p>	<p>1. Update and appropriately align articulation agreements with updated academic programs.</p> <p>2. Update degree audit to reflect articulation agreements (community</p>	<p>1. Review all current articulation agreements.</p> <p>1a. Address alignment issues with academic units.</p> <p>1b. Revise agreements as needed.</p> <p>4. Collaborate with ITS and team members to identify</p>	<p>1. Corrected agreements in system as appropriated. Provided update of agreements to academic units. (TOG 8/31/18)</p>	<p>AC, TOG</p>	<p>2017/2018 comparison with agreements.</p>	<p>Review of current catalog end fall 2017.</p> <p>Review of updated catalog Spring 2018.</p>

	partnership as agreements are from various community colleges).	processes to update articulation agreements in degree audit.				
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
<p>1. Ongoing Catalog changes reflect appropriately needed changes in articulation agreements. Each agreement is being reviewed and updated as needed.</p> <p>2. Ongoing Changes will be needed as catalog changes made.</p>	<p>Currently catalog changes by March 2019. (TOG 5/8/19)</p>	<p>Automate appropriately alignment of catalog changes with each articulation agreement. Must create a workflow.</p> <p>Worked closely with academic units on catalog changes, but all is aligned with all state changes. Continued review of all programs, and changes. (TOG 5/8/19)</p>	<p>Implementation and automating system.</p> <p>No one person directed to oversee articulation agreements (TOG 8/31/18)</p> <p>MOST UG changes updated appropriately. Several GR programs are not aligned due to how they were originally entered. Will have complete review AY 18/19. (TOG 8/31/18)</p> <p>All programs need to be updated in scribe for Degree Audit as there have been significant changes to subject code and numbers. These each have to be done manually and will be addressed on over Summer 19. (TOG 5/8/19)</p>	<p>YES (Automated catalog implementation)</p> <p>Transfer Evaluation System (TOG 5/8/19)</p> <p>Transfer Coordinator (TOG 5/8/19)</p> <p>Assistant Registrar to assist with curriculum oversight and alignment (Current Assistant Registrar does not address curriculum as there are many other issues to address) (TOG 5/8/19)</p>		

<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>1. e-catalog or other electronic catalog services</p>	<p>1a. Set up demo of e-catalog 1b. At least 2 demo sessions with plenty of opportunity for university community attendance 1c. Feedback 1d. Costs/licensing information 1d. Review options 1e. Develop rationale and benefits 1f. Invite campus participants to be part of the task-force.</p>	<p>1. Electronic catalog is approved and implemented</p>	<p>TOG, AC, ITS team</p>	<p>FA17 for demos of product SP18 proposal SU18 implementation for new catalog year</p>	<p>After demos, feedback FA17</p>
	<p>1a. Third party transcript provider (TOG 8/31/18)</p>	<p>1a.a Set up demo of provider</p>	<p>1a.a Electronic process</p>	<p>TOG, SD, ITS team</p>	<p>Spring 2018 demo</p>	<p>Feedback and implementation</p>
	<p>2. Automated scheduling system</p>	<p>2a. invite campus participants to be part of task-force. 2b. Identify and schedule scheduling systems demo. 2c. Gather Feedback 2d. costs/licensing information 2e. Develop rationale and benefits</p>	<p>2. Automated scheduling system is implemented</p>		<p>FA17 for demos of product SP18 proposal SU18 implementation for new system</p>	<p>All forms should be electronic by end of Spring 2018</p>
<p>3. Automate majority of forms used in office</p>	<p>3a. Identify all forms used</p>	<p>3. Automated processing and forms implemented.</p>		<p>Fall 17 review forms SP 18 implementation of forms</p>	<p>Review each semester as needed by academic units.</p>	

	<p>4. Develop process for multiple parts-of-term for short term and intercession courses.</p> <p>5. Banner 9 upgrade for Student Module.</p>	<p>3b. Streamline forms 3c. Get feed-back from academic units 3d. Collaborate with ITS/University Relations for PDF electronic signatures.</p> <p>4a. Collaborate with academic affairs and academic units to identify additional parts-of term 4b. Collaborate with ITS to ensure alignment in Banner and Degree Audit 4c. Provide structure and outline of identifiable parts-of term 4d. Automate scheduling system for multiple parts of term</p> <p>5. Collaborate with all units who have any touchpoints in Banner. Offer access for testing. Offer weekly updates, challenges and options.</p>	<p>4. Automated process and implementation.</p> <p>6.</p>		<p>Fall 17 communication with Academic Affairs committee to discuss opportunities</p> <p>Spring 18 develop parts-of term structural layout</p> <p>Spring 18 implementation as needed</p>	
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<p>A task force will also be generated to participate with the presentations and make recommendations.</p> <p>3.Ongoing</p> <p>4. Completed</p>	<p>3. End of Fall 2020 process should be complete for all Registrar's forms.</p> <p>4. End of Spring 2018 semester implementation on multiple parts of terms with continued process for subsequent semesters. (TOG 5/8/19)</p>	<p>3. Continue to work closely with University Relations to identify feasible processes to automate with electronic signature. Revised and updated website will allow for a better process of navigation and processing (TOG 5/8/19)</p> <p>4. Work with OIER to develop a standardized part of term that would cover most requests but would align with a feasible reporting process. Implement Spring 2020. (TOG 5/8/19)</p>				
<p>6. Highlands University will achieve enhanced communication and efficiency.</p>	<p>1. Automate processes</p> <p>2. Degree works</p>	<p>1a. SSB change major</p> <p>1b. Project plan with ITS needed</p> <p>1c. Testing</p> <p>2a. Report function: Per Ellucian, ITS turns on report function</p> <p>2b. RFP for report function training</p> <p>2c. Test ways of imputing a grad student's POS</p>	<p>1a. Implementation</p> <p>1b. Automatic updating of major and adviser— improved student satisfaction</p> <p>2a. Implement functionalities as they are successfully tested and understood</p> <p>2b. DW upgrades lead to improved advising and student outcomes</p>	<p>TOG, AC, GS, AB</p>	<p>FA17: proposal submitted again</p> <p>SP18: implemented, tested and live</p> <p>SP18: identify and implement DW components</p>	<p>SP18 (BANNER 9 upgrade Fall 2018 TOG – 8/31/18)</p> <p>After DW upgrade by Ellucian, review: TBD</p>

	<p>3. Restructure organizational Chart within Department to reflect current staffing, and current staffing needs.</p> <p>4. Centralize VA functions</p>	<p>2d. Test functionalities of upgraded DW</p> <p>2e. Test how DW might be impacted by advanced scheduling</p> <p>2f. DW course connected to advanced scheduling and roadmaps</p> <p>3. Identify needs of Department to meet the current university vision and enrollment trends.</p> <p>3a. Review all job descriptions and make adjustments as needed.</p> <p>3b. Ensure appropriate training and tools provided for each team member to fulfill responsibilities.</p>	<p>3a. Collaborate with team members to identify needs.</p> <p>3b. Collaborate with HR to identify changes to job descriptions.</p> <p>3c. Conduct trainings.</p> <p>Transfer coordinator, Assistant Registrar, Business Analyst (TOG 8/31/18)</p> <p>4a. Proposal is adopted</p>		<p>Cost benefit analysis: FA17 Proposal and implementation: Summer 18</p> <p>SP18: analysis SU18: first set of initiatives Ongoing review and updates</p> <p>FA17: review SP18: proposal</p>	<p>Immediate action upon approval</p> <p>End of term</p> <p>TBD with Grad Office</p> <p>SU18</p>
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	<p>5. Grad Office/RO process improvements</p> <p>6. Transcript process review</p> <p>7. Customer service, FERPA compliance, Safety in RO lobby</p>	<p>4a. Review and update Veteran Coordinator duties</p> <p>4b. Obtain information on use of VA benefits, etc.</p> <p>4c. Proposal for centralization</p> <p>5a. Review of current processes</p> <p>5b. Proposed elimination of paper-based process for work-flow or quick-flow processes</p> <p>6a. Review current transcript request process</p> <p>6b. Compare with other institutions</p> <p>6c. Adopt best model</p> <p>7a. Front-counter for staffing</p> <p>7b. Create a focal point for customer service, traffic control and staff safety</p>	<p>4b. Implementation</p> <p>5. Paper processing is significantly reduced</p> <p>6. Reduction in student issues related to transcript requests</p> <p>7. The Office of the Registrar will create a welcoming area with a pleasant waiting space as staff become available to assist.</p>		<p>Workorders through Facilities and ITS to move desks, computer and phone lines</p> <p>FA17: focus on most used forms and processes FA17: update forms SP18-SU18: ITS solutions for forms and processes FA18</p> <p>FA17: gather information on process FA17: begin using process</p>	<p>FA17</p> <p>Midterm each semester</p> <p>TBD: University Relations</p> <p>TBD: ITS</p>
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	<p>8. Review all forms for improved communication and efficiency</p> <p>9. Review use of social media for communication of academic calendar dates to students</p> <p>10. Begin development of calendaring that will contribute to a University-wide calendar</p>	<p>8a. Review signatures on forms for eliminations, necessity, etc.</p> <p>b. Propose reductions to Provost, Deans, AAC</p> <p>c. Redesign forms</p> <p>9a. Gather information of the use of social media to push dates to students: e.g., the last day to drop vs. withdrawal</p> <p>9b. Work with University Relations on process</p> <p>9c. Use calendar (see #11) to send reminders to students in advance, term by term</p> <p>10a. Investigate best calendaring options</p> <p>10b. Use calendar to note all important dates</p>	<p>8. Implementation, reduction of paperwork, routing and improved efficiency.</p> <p>9a. Proactive engagement with students regarding important academic calendar dates</p> <p>9b. Reduce student confusion</p> <p>9c. Reduce student appeals</p>		<p>FA17: update registrar email calendar</p> <p>SP18: recommendations</p> <p>Fall 17, Spring 18: information gathering and preparation</p> <p>Fall 18: publication</p>	<p>Fall 2018 final view with annual academic review and revisions as necessary</p>
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	<p>11. Develop a guide to Office of Registrar functions and other information for faculty</p>	<p>10c. Work with other departments to eventually create a comprehensive University calendar</p> <p>11a. Gather topic areas from staff and faculty 11b. Begin compiling information into a guide format 11c. Review and editing 11d. Publication</p>	<p>11a. An in-office calendar in which dates, staffing, etc. is available for enhanced communications 11b. Ultimately, connected to a University-wide, dynamic calendar for a well-informed staff</p> <p>12a. Enhance the understanding of processes and policies 12b. Give faculty an easy and quick reference</p>			
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Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. <i>OnGoing</i>	End of Fall 2019	Work with University Relations to ensure proper process for automation with PDF and electronic signature is conducted.	New website updates may delay some processes. Not all forms have been converted to PDF. (TOG 5/8/19)	NO
2. <i>Achieved and OnGoing</i>	Banner 9 upgrade time completion Sept. 2018. (TOG 08/31/18)	Completed. (5/8/19 TOG)	Training and conversion is right in the middle of starting for Fall 2018. (TOG 8/31/18) Not a challenge	Yes – Training conference and online training model. (TOG 8/31/18)
	Banner 9 Student Self Service Banner to be completed August 1, 2019.	Collaboration with ITS and all users of SSB. Use same process as did with Banner 9 student model. (TOG 5/8/19)	Collaboration effective and completed – no challenges.	
	No completion date as Degree Audit continues to evolve so will the opportunities for reporting. However, each update of the catalog will be scribed immediately in Banner to avoid		None, at this time	NO
				YES – Possibly

<p>3. Ongoing</p>	<p>advisement errors.</p>	<p>Collaborate with Human Resources to ensure proper process is followed. Communicate with Dr. Gonzales to ensure proper vision in consideration with the University in its entirety.</p>	<p>Redefining positions and job description – reclassification.</p>	
<p>4. Achieved</p>	<p>FY end June 30 Successful completion.</p>	<p>Collaborate with all campus centers to have a certifying officer in each location. Each center has an identified certifying officer. (TOG 8/31/18) Annual review for DOD alignment (5/8/19 TOG)</p>	<p>Additional duty for employees.</p>	<p>Possibly</p>
<p>5. Ongoing</p>	<p>FY end June 30 (Ongoing)</p>	<p>Continued collaboration with Grad Office and changes will be needed as Graduate Handbook is reviewed and revised.</p>	<p>Communication and consolidation</p>	<p>No</p>
<p>6. Achieved</p>	<p>FY end June 30</p>	<p>Continue to review the process to ensure efficiency and seamless processes.</p>	<p>None</p>	<p>NO</p>
<p>7. Achieved</p>	<p>Successfully completed</p>	<p>Continue review of processes and procedures to ensure best customer service.</p>	<p>None</p>	<p>No</p>
<p>8. Ongoing</p>	<p>Summer end 2017 Continuous</p>	<p>Continue review and collaboration with all partner offices and student needs.</p>	<p>Challenge to maintain all</p>	<p>NO</p>

<p>9. Ongoing</p>	<p>Continuous/ Fall 2018</p>	<p>Automate as much as possible with electronic signatures. Continuous updates in Ellician GO App, updates on Website, appropriate links from catalog.</p>	<p>Not one person to oversee all communication strategies – my overlook areas. (TOG 8/31/18)</p>	<p>No</p>
<p>10. Ongoing</p>	<p>Repetitive from #9</p>	<p>Updates on all social media, radio, online and Bright Space. (TOG 5/8/19) Ensure proper alignment between undergraduate catalog and practices.</p>	<p>Changes and oversight of calendar. (TOG 5/8/19) Each area does something different; however provides great opportunity to develop and implement something substantial for all to follow.</p>	
<p>11. Ongoing – In-Progress</p>	<p>Continuous/by Academic year</p>	<p>Ensure proper alignment between graduate catalog and graduate handbook. Develop a check list for each academic unit/program.</p>	<p>Banner 9 changes to manual. (TOG 5/8/19)</p>	