

**New Mexico Highlands University  
Unit Strategic Planning Summary  
AY2018-19**

Overview: This document provides a brief summary of unit level strategic planning reports for academic year 2018-19. Both administrative units and academic departments are included. Compliance with the unit strategic planning process was close to 100% although a couple of administrative units did not submit reports.

**Part 1: Unit level strategic planning and Vision 2020 goals**

The first part of this document summarizes the extent to which each unit or department addressed the six goals identified in the institutional strategic plan. Each unit level report follows a template which is structured around these six goals. These goals are:

1. Highlands University will achieve academic excellence, academic integration and student success.
2. Highlands University will achieve strategic enrollment management.
3. Highlands University will achieve a vibrant campus life.
4. Highlands University will be a community partner.
5. Highlands University will achieve technological advancement and innovation.
6. Highlands University will achieve enhanced communication and efficiency.

The tables below shows which goals were addressed by each unit or department. There is no requirement or expectation that every unit or department will address every goal.

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<b>Academic Departments</b>						
Biology	x	x	x	x	x	x
Business Administration	x	x	x	x	x	x
Chemistry	x	x	x	x	x	x
Counseling & Guidance	x	x	x	x	x	x
Educational Leadership	x	x	x	x	x	x
English	x	x	x	x	x	x
Exercise and Sports Science	x	x	x	x	x	x
History & Political Science	x	x	x	x	x	x
Math & Computer Science	x	x	x	x	x	x
Media Arts & Technology	x	x	x	x	x	x
Natural Resources Management	x	x	x	x	x	x
Nursing	x	x	x	x	x	x
Visual & Performing Arts	x	x	x	x	x	x
Physics	x	x	x	x	x	
Psychology	x	x	x	x	x	x
Social Work	x	x	x	x	x	x
Sociology, Anthropology, Criminal Justice	x	x	x	x	x	x
Teacher Education	x	x	x	x	x	x

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<b>Administrative Units</b>						
Academic Affairs – VPAA						
Academic Support	x	x	x	x	x	x
Admissions		x		x		x
Business Office						
Campus Life	x	x	x	x	x	x
Campus Police	x	x	x	x	x	x
Career Services	x	x	x	x	x	x
Center for Teaching Excellence	x	x		x	x	x
Central Receiving	x	x		x	x	x
Customer Relations Coordinator	x	x			x	x
Environmental Health and Safety			x	x	x	x
Facilities	x	x	x	x	x	x
Farmington Center	x	x	x	x	x	x
Financial Aid	x	x	x	x	x	x
Foundation	x	x	x			
Golf Course	x	x	x	x	x	x
Graduate Studies Office	x	x	x	x	x	x
Housing & Student Conduct	x	x	x	x	x	x
HU Cares	x	x	x	x	x	x
Human Resources					x	
Information Technology Services					x	x
International Student Office	x	x		x	x	x
Library	x		x	x	x	x
Native American Center	x	x	x		x	x
Office of Institutional Effectiveness	x	x	x		x	x
Office of Research & Sponsored Projects	x			x	x	x
Outdoor Recreation Office	x	x	x	x	x	x
Purchasing	x	x	x	x	x	x
Registrar	x	x		x	x	x
Santa Fe Center	x	x	x	x	x	x
Strategic Enrollment Management	x	x	x	x	x	x
University Relations		x	x	x	x	x

## Part 2: Recommendations and Challenges

The second part of this document summarizes some key recommendations and challenges identified by each unit or department in their strategic planning process.

The tables on the following pages present these recommendations and challenges. The table of contents below allows quick access to each unit.

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Administrative Units		
<b>Academic Support</b>	<b>Recommendations</b>	<b>Challenges</b>
Goal 1	Utilize retention advisory council; consider academic success coaches	Develop faculty/staff collaborations
Goal 2	Maximize use of slate & training; maintain contact with admitted students	Refinement of communications plan
Goal 3	Utilize multiple levels of communication;	Ability to organize collaboration for depts involved
Goal 4	Maintain current Hi-Tech testing schedule; attempt interaction with high schools	Create buy-in from participating districts
Goal 5	Recommend use of tutor track system; create proactive system of student intervention	Creating campus buy-in
Goal 6	Consider strategies to incorporate additional faculty into matriculation and retention funnel	Ability of faculty to participate in some events due to time constraints
<b>Admissions</b>	<b>Recommendations</b>	<b>Challenges</b>
Goal 2	Professional consultant was recommended to onboard project; work on marketing materials; purchase search criteria based on RNL predictive modeling,	Support of Underscore consultant is needed
Goal 4	Continue RHS and WLVS weekly workshops; -Partner with Luna Community College to facilitate transfer for LCC students to NMHU	Dedicated space allocation at schools was delayed - Testing in spring, early dismissal and sporting events created a challenge in scheduling - Relationship building is ongoing, LCC wants more collaboration from NMHU on articulation agreements
Goal 6	Developed a universal enrollment timeline for FTF and T	Staff expressed interest in marketing talking points versus procedural talking points to engage all students at all campuses.
<b>Campus Life</b>	<b>Recommendations</b>	<b>Challenges</b>
Goal 1	Continue to seek input from students and continue to compile data	Budget constraints-additional resources needed to fund new initiatives and to fund the ever increasingly rising costs of programming
Goal 2	Follow up on new developments related to marquee boards/monitors - Work with University Relations to develop comprehensive webpage for Office of Campus Life	Financial resources to purchase equipment
Goal 3	Continue to explore funding sources for both Student Transportation Initiative and needed equipment	No contract in place for beverage contract - Budget constraints with regard to tables/chairs
Goal 4	Continue to improve community outreach and collaboration	
Goal 5	Continue to seek funding sources for cable services/tv's and marquee boards	Budget constraints
Goal 6	Staff meetings to keep lines of communication open	

Campus Police	Recommendations	Challenges
Goal 3	Look for additional resources to hire personnel to alleviate over-time expenditures	Excessive university-wide activities
Goal 4	Continue with law enforcement instructor certification process. - Continue to meet and review/develop Memo of Understanding	Training monies and local course availability, As a whole each individual department has to bring their attorneys together resolve any questions.
Goal 5	Continue reviewing and updating current policies; maintain personal training files	New policies and procedures developed for law enforcement that need to be implemented as state mandates (Narcans) - Identifying other agencies to provide the biennium training
Goal 6	Continue to build records management system; develop inventory list	Finances, identifying a provider that is compatible with the needs of the department and the university; identifying the equipment replacement program suitable to the department and the university
Center for Teaching Excellence	Recommendations	Challenges
Goal 1	Do more follow up on any implementations to document impact of trainings	Faculty time to attend, faculty time to make serious changes and to document the results of changes
Central Receiving	Recommendations	Challenges
Goal 1	Maintain and be approved for an allotted number of hours instead of number of students so that we maintain fiscal responsibility and provide a meaningful student employee experience.	Student schedules, maintaining engagement with students. Making sure students realize they are employees and must produce accordingly
Goal 2	I assumed the duties of the Post Office Manager and it has allowed me to engage in more recruitment and retention through interaction with all students on campus.	Many students just pass through Post Office and do not stay long, so still need to work on making the post office and central receiving a stop on the campus tour.
Goal 4	Continue to reach out to other Universities and agencies	Different policies and procedures and contract templates
Goal 5	We have purchased an automated tracking system	University wide culture shift
Goal 6	Continue to search for training opportunities for staff; Adopt a service mentality; Identify space to use as store area; Continue to look at organization and identify a productive organizational model	Funding; Space; Existing policies and job descriptions

Customer Relations Coordinator	Recommendations	Challenges
Goal 1		Not determined at this time
Goal 2	Participate in Access training; be granted access to select views and tables in Banner.	Limited training opportunities available; Pending approval on access
Goal 5	Periodically announce the availability of the Customer Relations Office contact information and availability via Social Media.	None determined at this time
Goal 6		None determined at this time
Environmental Health and Safety	Recommendations	Challenges
Goal 3	Continue conducting safety analysis to ensure the unit goals are maintained.	Funding to address major fire code deficiencies. Most minor deficiencies can be rectified with available operating budget.
Goal 4	Continued monitoring and inspections of fire suppression systems on campus.	Fire Alarm Control Panel Upgrades-required funding and budget to address outdated systems.
Goal 5	Funding opportunities	Funding opportunities
Goal 6	Continue to identify training areas and develop training; funding opportunities	Funding opportunities
Facilities	Recommendations	Challenges
Goal 1	Submitted a "Request for Proposal," and research other institutions who have engaged in similar contracts.	Fair Market Leases were difficult to implement
Goal 2	Continue roll over practice annually	Unobligated BR&R will no longer revert into the university's general fund at the close of each fiscal year
Goal 3	Continue with on-going recruitment efforts and initiatives.	The college age population is decreasing across the country, and increased competition from IHEs are driving NMHU's revenues down
Goal 4	Purchase gently used, replacement work vehicles (1 per year).	Inflation is adversely affecting the department's budget and its ability to service the campus. NMHU's revenues continue to decline
Goal 5	Once the student enrollment increases, we will pursue hiring a foreman	The pay rate offered by NMHU is low and will pose a challenge
Goal 6	Student enrollments will need to increase through targeted recruitment & retention efforts	Continuous declining enrollments are a challenge.

Farmington Center	Recommendations	Challenges
Goal 1	Develop efficient means of communication; Hire Administrative Assistant; Develop streamlined processes for efficient student services; Sustain engagement in committees and task forces	Center reduction in personnel
Goal 2	Consider consolidated Marketing approach across NMHU; Hire a second Student Support Specialist; Support SEM planning process; Develop efficient means of communication	Centers and academic programs do not deliberately coordinate efforts in scheduling, advisement, nor recruitment
Goal 3	Continue with Campus Life Initiative giveaways. - Continue Zoom appointments between local students and LV/ABQ/RR faculty and staff.	NMHU LV cultural events are too far for local students
Goal 4	Continue membership in local boards - Investigate further student/faculty research opportunities in region	Rural community with decreasing population and rising unemployment limit opportunities
Goal 5	None	No support to update student computer lab
Goal 6	Streamline processes - Hire Admin Assistant - Encourage Zoom appointments between students and functional areas	Responsiveness to Center student needs from NMHU functional areas is often delayed - No Center participation in academic scheduling process
Financial Aid	Recommendations	Challenges
Goal 5	Continue to improve processes for more efficiency; The student employment module will be completely implemented in 2019 but it has taken significant time because of the collaboration needed from HR, Payroll, ITS, and our FA office.	Challenge has been in working with other offices and allowing for them to update their processes.
Goal 6	Send group emails; provide professional development opportunities; communication updated; continue customer service	Challenge is to be strategic about the messages to avoid having oversaturation of messages to students;



Golf Course	Recommendations	Challenges
Goal 1	Lack of students willing to work; increase professional development; hire part-time turf manager	Budget limitations from Board of Regents Vote - Lack of professional development funds to help Head Pro and Superintendent to attend classes to improve their skills. - Lack of funds to hire a qualified mechanic
Goal 2	Lack of maintenance budget; hire part-time turf equipment manager	Budget limitations from Board of Regents Vote; Lack of capital improvement has caused the soil of the golf course to deteriorate and limit its ability to grow healthy grass and retain proper irrigation and chemicals.
Goal 3	Proper budget for purchases;	Budget limitations from Board of Regents Vote;
Goal 4	Budget constraints; hire proper staff; Stayed in contact with the City, NMHU, and local businesses for support and participation.	Budget limitations from Board of Regents Vote - Due to limited golf shop junior golf programs and player development programs were unable to be held.
Goal 5	Continue to work with the city, county, or local businesses to support and supplement golf course; Get funds to cover the costs	Budget limitations from Board of Regents Vote
Goal 6	Get internet set up with plateau instead of Desert Gate to increased connectivity; increase budget	Budget limitations from Board of Regents Vote

Graduate Studies Office	Recommendations	Challenges
Goal 1	One new non-thesis program approved (Biology) - One additional non-thesis program in development (Forestry); MFA approved by HLC; Routing of paperwork changed, forms changed, and graduate petition process changed - Additional meetings with HR, Business Office, Financial Aid, and Registrar's Office	Push-back from some faculty who do not believe in offering a non-thesis MS degree ; Graduate petition process was not vetted or approved by the Graduate Council
Goal 2	The Administration has agreed to move all graduate admissions to the SEM office immediately ; 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	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 funding ; We need more funding for graduate recruitment
Goal 3	Faculty were recognized at Faculty Excellence Event; More funds should be allocated to the Graduate Dean for recognition/celebration events for students and faculty	Lack of funding in the Graduate Office for anything other than baseline operations
Goal 4	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	Insufficient funding to fuel the NMHU, LANL, PVSD partnership - Grants are being sought
Goal 5	We made no progress toward graduate student tracking using the BANNER system	Lack of funds for ITS to purchase the Graduate Student Tracking Module for BANNER
Goal 6	Timely communication is a constant goal, but the 24-hour turnaround has been difficult to accomplish; Recommend to designate one person responsible for returning all phone calls or emails within the 24 hour period	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

Human Resources	Recommendations	Challenges
Goal 5	Continue to build tools such as job aids with instructions, video trainings, and checklists to ensure training is available to the PeopleAdmin users.	Resources both human and financial. Data integrity clean up opportunity. Legislative mandates for minimum wage increase resulted in several analysis to determine new minimum wage impacts such as revised salary structures, green circles, compensation compression and inversion issues will need to be addressed. Salary structure tables have not been updated in a few years.
Information Technology Services	Recommendations	Challenges
Goal 5	Move forward with Network As A Service should provide savings for the university over time as well as a sustainable network service model; Work with students to identify target areas for upgrading wireless network; Work with team to perform evaluation and make recommendation for a Point of Sale solution for the university. Funding ;	Implementation of banner expense mgmt system has been quite smooth, having a Project Manager assigned has made a difference; The immediate risk is hardware failure while data collection is occurring. An immediate purchase of spare hardware is recommended to mitigate this concern; Minimizing disruption to students as upgrades are being performed; Sustainable funding and a learning curve; Implementing a VDI solution may require a capital expense to accommodate;
Goal 6	The Technology Plan must have a process for onboarding projects;	Rollout and adoption will be difficult without Executive support; The process to review and approve technology request can be difficult to implement – executive sponsorship is a necessity.

International Student Office	Recommendations	Challenges
Goal 1	Recommend to hold International Student Orientation - Prior to the beginning of the semester - Implementation: Fall 2019, Monday before semester begins. Spring 2020, the Monday before semester begins	
Goal 2	Completed recruitment communication plan for Slate and electronic recruitment campaign for TEOFL buys; increase commission to agents and offer discounts to students recruited; Continue to collaborate with athletic department to Recruit student athletes through agent means; review current proposal after one year and submit Future recommendation based on outcomes of Currently approved proposal; continue to review success of current agent proposal to determine if NMHU can offer a more attractive contract to agents and future students recruited by agents;	Technological challenges, learning SLATE to complete task; Funding and finding a Partnerships Willing to establish ESL existing ESL program on the campus of NMHU; Funding and participation
Goal 4	Continue to seek cultural activities that International students can present to the HU Campus and community;	Student Participation and Community attendance ; Funding for events to be held
Goal 5	Continue to host information sessions that orient International students of civic issues, mental health issues, transitional issues and immigration benefits; partner with a local organization	Funding to host events for guest speakers, and food service; Funding to coordinate and transport participants
Goal 6	Complete Grad, and transfer application once SLATE is ready to implement GRAD, Transfer and non-degree application; Continue to collaborate with the Business and purchasing department to implement and go live. Place Touch net hot buttons on the Business office, International Student Web pages once new website is complete; Continue to post updated information into D2L for students who access. Post information on the new website when access is granted;	Time Consuming;

Library	Recommendations	Challenges
Goal 1	Continue to analyze use of collection; Stay on the alert for new programs; Continue reaching out to faculty to promote instruction; Continue to create guides and tutorials based on needs and feedback;	Flat budget coupled with inflation material costs; obtaining faculty participation; limited staff due to vacancies;
Goal 3	Continue to explore opportunities for collaborating with campus and external partners; Continue to post on social media. Explore additional avenues of promotions; Continue to explore new study spaces and current library trends for study spaces including university faculty and staff and librarians at peer institutions.	Staff time; funds for renovations and furnishings;
Goal 4	Continue to explore opportunities for collaborating with campus and external partners;	Staff time; Limited appropriate space for housing and processing collections and constrained archival budget;
Goal 5	Cross train and have regular meetings; explore online methods;	Limited budget for equipment; lack of equipment;
Goal 6	Communication continue to be reviewed;	Vacancy of external programs;
Native American Center	Recommendations	Challenges
Goal 1	Collaborate with other departments; create work plans; implement communication plan; continue outreach to students; collaborate with tribes and education dept; increase HU presence in tribal communities;	Workshops; better collaboration; difficult student participation;
Goal 2	Identify new way to communicate with students Google Voice; collaborate tribal meetings; increase out reach to Native American students; visit centers;	Sending out letters to students; difficult communicating with off campus students; delayed articulation agreements; establish calendar of events with tribes
Goal 3	Work with Native American club to focus on activities that highlight tribal student diversity	Participation at events varies; need to increase more awareness about tribal diversity and tribal issues;
Goal 4	. Develop Native American radio show- create work plan, identify tribal issues, create NA programming, · Identify tribal organizations to attend NMHU future events. Stay in communication; Continue to celebrate Indigenous day;	Not enough outreach communication with faculty; participation events vary; difficult to identify guest speakers;
Goal 6	Use TV monitors in buildings to promote upcoming events; complete communication plan for centers; include department communication;	Update and modify communication plan on as needed basis- Still in preliminary stages;

Office of Institutional Effectiveness/Research	Recommendations	Challenges
Goal 1	<p>Been able to respond efficiently and effectively to most data requests. Recommend maintaining current processes at this time, with an eye toward incremental improvements as appropriate.</p> <ul style="list-style-type: none"> <li>- Work with faculty and deans to ensure that Outcomes Assessment process is functioning as intended; make incremental changes as needed</li> </ul>	<p>Collecting Outcomes Assessment materials in a timely manner remains a challenge. The switch to a 2-year reporting cycle for Outcomes Assessment may help to alleviate the problem.</p>
Goal 2	<p>Continue to provide data to SEM office; key enrollment indicators fully operational; possibly expanding range of data collected and exploring other data reporting options</p>	<p>Determining what data is most relevant and how data can be presented most effectively to multiple stakeholders; enhanced communication</p>
Goal 3	<p>Provide occasional data support for Student Services; Recommend exploring ways to broaden data availability for Student Services; Recommend working with senior administration to ensure that co-curricular outcomes assessment is appropriately prioritized.</p>	<p>The co-curricular outcomes assessment process has stalled and needs to be revived. A more systematic process needs to be developed for providing data support to Student Services.</p>
Goal 5	<p>Continue to explore software solutions for assessment and data reporting; have developed some initial dashboard and KPI applications but need to continue expanding and refining these tools; Multiple VBA applications have been successfully implemented; we will continue developing these data routines as appropriate</p>	<p>Budget limitations currently do not allow us to pursue expensive software solutions.</p>
Goal 6	<p>Continue to explore ways to publish data most effectively to multiple stakeholders. Work with new website development team to explore options for optimizing online data reporting.</p>	<p>A main challenge is trying to determine what data are most useful to institutional stakeholders. Another challenge is determining the most effective way to disseminate those data to diverse audiences</p>

Office of Research & Sponsored Projects	Recommendations	Challenges
Goal 1	Office should have a staff person on the pre-awards side in charge of stimulating grant applications at Highlands.	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
Goal 4	Continue partnering with local and statewide community partners in applying for grants and contracts to support activities to our mutual benefit; 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	Finding proper support in the office to find grants and contracts that are appropriate for Highlands
Goal 5	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
Goal 6	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.

Purchasing	Recommendations	Challenges
Goal 1	Maintain and be approved for an allotted number of hours instead of number of students so that we maintain fiscal responsibility and provide a meaningful student employee experience.	Student schedules, maintaining engagement with students. Making sure students realize they are employees and must produce accordingly.
Goal 2	Meet with Recruitment to discuss allowing me to participate in Campus Tour to talk with students about opportunities afforded by attending our institution.	This will be an area where I have to show value in order to really show recruitment the benefits of another department hosting a recruitment event
Goal 3	Meet with every vendor that requests a meeting to explain our process and opportunities for working with the University	Takes a significant amount of time and effort to meet with vendors.
Goal 4	Continue to identify opportunities to enter into contracts with local vendors. We have increased local spend over the past fiscal year by engaging local vendors	Substantial amount of time providing direction, training, and coordination with smaller local companies.
Goal 5	Found funding resource that is expense neutral after initial implementation; Need to work with ITS to setup electronic approval workflow; In testing phase. Anticipated rollout of University wide pcard and automated expense solution is July 1, 2019.	Funding and Adoption of technology ; Time constraints and availability of ITS staff due to volume of other projects; Assuring compliance with P-card usage
Goal 6	Continue to search for training opportunities for staff; Adopt a service mentality by showing the benefits of developing positive working relationships; Identify space to use as store area and identify if we will charge other departments or just account for savings created by reusing instead of purchasing new. (coordination with Central Receiving); Continue to look at organization and identify a productive organizational model	Funding; Space; Existing polices and job descriptions. We did make significant adjustments in FY19. Addition of a Central Receiving Manager that now oversees Post Office and Central Receiving.
Registrar	Recommendations	Challenges
Goal 1	Develop focus groups and task force groups; review catalog policies	Action items constantly on-going;
Goal 2	Continue communication and collaboration;	Review and update codings and numbers
Goal 4	Automate catalog changes; work closely with academic units;	Implementation and automating system; all programs need to be updated
Goal 5	Reach out to colleagues from other universities; work with OIER and university relations;	Proper alignment with banner; funding
Goal 6	Work with university relations and ITS;	New webstie updates may be delayed; refining positions and job descriptions; additional duties of employees;



Santa Fe Center	Recommendations	Challenges
Goal 1	Coordinate between centers and faculty; create task force;	Work with non-traditional students; coordination of new and continued courses;
Goal 2	Coordinate with SEM;	Work closely with main campus;
Goal 3	Utilize social media and faculty;	Campus life challenges for non-traditional students with families;
Goal 4	Work on a comprehensive calendar of events for center	Goal to set community involvement from students;
Goal 5	Comprehensive Policy and Procedure Manuals campus wide	Working off the same sheet of music;
Goal 6	Structured campus-wide effort to inform students of changes/policies/events. - Continue having annual orientations and include continuing students.	Develop a more comprehensive patter of communication with the faculty that serve the center
Strategic Enrollment Management	Recommendations	Challenges
Goal 1	Continue meetings, SEM events, working with different offices, contacting students, track and measure retention strategies, and analyzing data	Lack of building space; budget restrictions; short staffed; lack of student participation;
Goal 2	Continue to review policies and procedures; work with offices; continue communication with high schools and colleges; update SEM plan; review and revise marketing material;	Tutor trac implementation; vacant positions; budget constraints;
Goal 3	Continue to collaborate with different offices;	Budget constraints;
Goal 4	Continue working with Santa Fe Indian School to create agreement.	
Goal 5	Continue working with the OIER to obtain data to create reporting documents; Continue working with ITS to enhance Banner modules; review Tutor Trac;	Government shut down delayed retrieval of FAFSAs.
Goal 6	Continue working on master administration plan	
University Relations	Recommendations	Challenges
Goal 3		Budget;
Goal 4		Time to visit with local businesses
Goal 5		Budget and staffing;

Academic Departments		
Business Administration	Recommendations	Challenges
Goal 1	Strategic plan is reviewed and updated every Fall; All faculty use Brightspace and ZOOM in teaching;	Executive MBA is pending due to the university policy that undergraduate students can't take graduate courses
Goal 2	Dean, Chair and faculty participated several recruitment events during the year; Updated program materials and 4-digit subject codes and course numbers are done; Respond students' inquiries in 24 hours via email or phone call. - Facebook, Twitter, etc. are applied to disseminate department info; Invite alumni to participate department activities and trace alumni.	NMHU website is difficult to use; Need a specific person in IT dep. to contact for updating program materials on NMHU website
Goal 3	Hosted welcome, recruitment, graduation ceremony, "Coffee with Dean," ALPFA, Delta Mu Delta, and support students to participate various academic activities, such as the Daniels Fund Ethics Competition.	Some activities need money, especially supporting students to travel for a contest
Goal 4	The Advisory board committee invited LV, SM EDC to participate the discussion and figure out what industry needs and what we can do; The department also grouped with other departments to meeting with communities, such as Los Alamos National Lab (LANL).	
Goal 5	Faculty implement technology in class; NMHU website is difficult to use and cannot be updated new program info on time.	Cannot update department website directly, but via ITS.
Goal 6	The department has regular monthly meetings; Main campus faculty, center faculty and students communicate effectively via ZOOM, emails, phone calls, etc.	
Chemistry	Recommendations	Challenges
Goal 1		Need to hire new biochemist
Goal 3	Have Maintenance contract for NMR, need Contract for other equipment	
Goal 4	Create internal advisory board;	Finding mutual agreement

Guidance & Counseling	Recommendations	Challenges
Goal 1	Assign full-time faculty to lead review of Mission, Vision and Values in relation to University; Continuous collection of data with annual reports to Department in the Fall	Delays from getting info from HR; position descriptions need revising, low salaries; time to devote to website;
Goal 2	Once self-study is submitted; A departmental annual review of every individual student is expected along with program evaluation; general marketing;	Time and website expertise;
Goal 3	Continue orientations in Rio Rancho/Las Vegas; Create and require review of online Orientation for distance students;	National honors society for counseling is tied to CACREP membership;
Goal 4	Clinical faculty for supervision and monitoring of field placements continues to be a need; Promote faculty/student interactions Use ZOOM as a modality	Funding; Coordinating with Social Work who currently does workshops
Goal 5	Remove from goals with possible review at a later point	Complications with equipment, supervision, and procedure
Goal 6	Because of workflow issues and cost of system, electronic signatures must be initiated at the University level ;	Time and expertise;
English	Recommendations	Challenges
Goal 1	Create a dedicated English computer classroom for English 106 classes; Continue Geek Week; budget for the Philosophy program reinstated; Continue offering workshops for students	Implementing the English computer classroom - Hiring a new assistant/associate professor; Scheduling classes to avoid overlap ;Inconsistent funding for Geek Week; lack of funds for travel;
Goal 2	Create a dedicated English computer classroom for English 106 classes; working on recruitment and planning material;	Implementing the English computer classroom ;Hiring a new assistant/associate professor ;Scheduling classes to avoid overlap
Goal 3	The department should work with the grants office to identify potential funding sources. The department should explore the possibility of collaborating with other academic programs that would have stake in a VWS.	Funding for the Visiting Writers Series is not in the English budget and would have to come from grants or other partnerships
Goal 5	Continue to offer the online publishing course regularly B. Continue to dedicate faculty time to researching digital humanities; Refine Zoom architecture in Douglas Hall	Receiving computers; scheduling classes;
Goal 6	The newsletter should remain a cost-effective way to inform students, faculty, and staff of happenings in the department and university-wide deadlines	We do not presently have an administrative assistant

Exercise & Sport Science	Recommendations	Challenges
Goal 1		Required decisions are above Unit/Department level
Goal 2	Dept of ESS should complete a survey of students to identify desired certifications; Dept should identify certification trends of similar depts of other universities	Identify demographics, target advertising and outreach ;
Goal 3	Need for funding	Overall decreasing enrollment across university
Goal 4	Improve follow up - Develop research packet including Informed Consent in English and Spanish; conduct evaluations of students (N approximately 600) using instruments such as the Test of Gross Motor Development - Design and implement research protocols	Personnel turnover at LVFD; Timing of school year schedule
Goal 5		We have not been able to progress due to a lack of available funding/support
Goal 6		No funding/support available Policy barriers (web page/internet/social media restrictions)
History & Political Science	Recommendations	Challenges
Goal 1	Complete paperwork and approval from Academic Affairs. Faculty Search for PreLaw/Legal Studies Concentration; Recommendations for Fall 2019/Spring 2020—three (3) FTEs.	Budgetary constraints
Goal 2		Budgetary constraints - Non-replacement of FTEs

Media Arts & Technology	Recommendations	Challenges
Goal 1	Bring advisory board to campus; recruit in introductory classes; continue to focus on department events;	Faculty attrition, funding for activities ;Scheduling & funding ; Workload; Demands on student's time; Approval for hire
Goal 2	Revisit articulation agreements; Recruitment process continuing for MFA applications ; Communicate to other departments that this program is available and combine MA & SSD recruitment efforts	Time and effort; continue communication w grad office; budget for recruiting;
Goal 3	Continue to foster relationships with Newman's Own foundation and Mellon Foundation and foster relationships with granting organizations that align with the MA&T mission ; Faculty should also consider instate conferences as well as regional and national	Grant-writing and management time considerations ;Time & Effort; Funding, time away from classroom
Goal 4	This is successful and will continue endeavors to maintain; Continue to build on these existing relationships	Scheduling & funding; time and effort
Goal 5	Make computer lab upgrade; Encourage faculty to research appropriate conferences well in advance ;	Budget; funding and travel time;
Goal 6	Encourage student staff & faculty to opt in to the texting service	Getting students to opt in

Natural Resources Management	Recommendations	Challenges
Goal 1	Permanent staffing positions; schedule open NRM house days;	Faculty schedule limitations; Designing and standardizing the distribution, collection, and maintenance of student satisfaction surveys and data;. The Environmental Geology Discipline does not have sufficient faculty resources to regularly offer major requirements.
Goal 2	Participation/rotation of all Natural Resources Management faculty in recruitment and outreach events. Improvement of NMHU website. Broad distribution of NRM program promotional materials to high schools and community colleges. Coordination with the Office of Strategic Enrollment Management should be improved	No faculty travel budget; The Offices of Strategic Enrollment Management and University Relations have not yet delivered NRM's updated promotional materials for distribution.
Goal 3	NRM clubs should consider developing promotion materials and sales items;	Making routine the collection and tracking of student data; Time, feasibility, funding, student enthusiasm.
Goal 4	NRM faculty develop ways to strengthen existing partnerships and grow new ones	
Goal 5	Identify the possible online courses most likely to attract students from community colleges with which NRM has articulation agreements and prioritize these for development into online offerings	Faculty workloads too heavy; development of on line courses too time consuming;
Goal 6	Routinely requesting data to better track and document student enrollment and graduation trends;	Making routine the collection and dissemination of student success data;

Nursing	Recommendations	Challenges
Goal 1	None, continue to monitor the existing;	Cost of exit survey;
Goal 2	Work with admissions to facilitate admission of transfer students with different Associate Degrees (ADN, AS, AAS) By fall 2019	Work with the Faculty Senate to approve the admission restrictions and/or implement the summer 2019 Statute from the State that removes the restrictions
Goal 3	Ongoing Course faculty will continue to work with contingent and adjunct faculty regarding department policies and student responses.	Ongoing: Building teamwork with faculty and working towards student success
Goal 4	The Advisory Board was formulated and implemented between Luna Community College; currently planning for a DNP program and the resources necessary and available.	Currently Arranging meeting between Eastern University and a proposed consultant in the summer of 2019 to begin work on the DNP program
Goal 5	Have technical support available and others who promote and present technology for faculty for inclusion	Having enough tech support and Bandwidth to use in the online program along with specialists to work with the online faculty and campus faculty
Goal 6	Faculty has assumed a greater presence and recognition on the NMHU campus and more inter-department and departmental communication is apparent	Attending the various committees, department and other meetings is a challenge in addition to teaching duties.
Visual/Performing Arts	Recommendations	Challenges
Goal 1	Ongoing.	Equipment budget for technology
Goal 2	Reorient new recruitment employees/ Majors met but not increased	Recruitment
Goal 3	Achieved	Goals met/will continue
Goal 4	Achieved	Ongoing.
Goal 5	Purchase Computer Network Controlled devices, i.e. 3D Router and Printer	Equipment requested denied
Goal 6	3 Unmet strategy	Webmaster needed
Physics	Recommendations	Challenges
Goal 1		Engineering students transferring before obtaining AA from NMHU; lack of program funding
Goal 2	Hire highly qualified instructors that are highly qualified to teach PHYS 291/292 that would not have a discouraging impact on HU students	Many science programs at NMHU are restructuring their BA degrees and not requiring a Physics requirement for graduation; The Engineering AA program seems to have lost its direction and many of the Pro-engineering student who would enroll in the Physics 291/292 sequence are not coming to HU.
Goal 3	Six complete chessboards and pieces were donated to ARMAS; Students are using these chess sets to have games in the afternoon and evening.	Finding times when a fair number of student could meet for the club
Goal 4	Find a qualified person to lead this events	The person who originally agreed
Goal 5	Obtain the funding needed to achieve these	The Physics department has

Psychology	Recommendations	Challenges
Goal 1	Continue	None,
Goal 2	Establish more group advisement sessions; Convert the retained term faculty position in Farmington to a tenure track position; Continue to work with the Office of Recruitment and maintain a current website. Try to involve the Office of Graduate Studies in a graduate student recruitment effort	Time management; Budget and lack of Administration support; Graduate recruitment resources;
Goal 3	Continue to build interest in Psi Chi activities and membership, more involvement in fund raising; Higher visibility for the solicitation of grant proposals;	Generating and maintaining student interest; time management;
Goal 4	Expand practicum site choices; Continue to volunteer and partner with the community in service, research, and other capacities; Continue and increase participation when possible	Limited number of qualified supervisors; limited faculty time to establish new practicum sites; limited time; Juggling the ever increasing noninstructional workload thrust upon faculty by misguided accrediting agencies and, as a consequence, finding the time to actually volunteer
Goal 5	Maintain the current balance of F2F courses and distance courses ; Cut the funding for administrator travel and divert the funds to student-relevant uses ; Insist that the administrators approve funding for the purchase of adequate computers	The technology isn't perfect and efforts should continue to improve its reliability ; Adjusting administrative priorities so that they are more aligned with student centered-goals; The profound hearing loss experienced by the majority of of the University administrators;
Goal 6	Be more aggressive in recommending position;	Choosing the most productive form of aggression



Social Work	Recommendations	Challenges
Goal 1	Continue with efforts to involve CTE in SSW 2; Keep goal of establishing a standing requirement; Decide on dissemination of workforce report; Hire GA or provide release time to faculty to work on this task; Continue to follow plan as developed by CSWE Reaccreditation Chair and Work Group	CTE staffing; number of per-course instructors across locations; Absence of lead faculty assigned to this task; Time constraints of faculty. Varying styles and approaches to handling conduct issues in classroom; Finalized report was delayed. 7.b.: Requires time and effort; Uneven workload among faculty members at times; Curriculum Committee took on other tasks in place of this one
Goal 2	Rely more on OIER data to drive efforts; Informal analysis will need to be replaced by formal data gathering at some point; Need more coordination between recruiters and faculty	Time constraints of faculty; Other tasks (reaccreditation) have taken precedence; Time constraints of faculty; lack of organized recruitment efforts; lack of expertise at the university level; Unforeseen factors can impact number of incoming freshmen
Goal 3	Increase number of zoom sessions originating out of main campus; Focus on Santa Fe and Roswell Centers in upcoming years	Occasional technological difficulties.; Requires man/woman power, time and effort
Goal 4	Use ITP to provide useable data for measurement of this goal; Continue to assess personnel needs in field education; Integrate efforts of newly hired positions: Dir. of Online Learning and Metro Manager in developing partnerships; Consult with Coord. of Continuing Ed. more frequently.	Field education personnel did not stabilize until spring, 2019; Hiring process and identifying qualified applicants; Time constraints among faculty/staff
Goal 5	High priority task; work with newly hired Dir. of Online Learning ; Integrate this goals with overall develop of online MSW program; Utilize new online staff such as instructional designers, Dir. of Online Learning, etc.	Reaccreditation work was priority; newly hire Dir. of Online Learning came on board in spring, 2019. 2. Time constraints; reaccreditation a priority ; Striking a balance on course schedule between online and face-to-face.
Goal 6	All faculty, rather than some, should receive training; More visits to Farmington, in particular, is needed; Org. Chart should also meet needs of CSWE selfstudy. Continue to use of FB page for promotion of activities and events in School of Social Work ;	Ensuring all faculty and staff have adequate Zoom training; Scheduling time for training; less of a priority; Time constraints.

Sociology, Anthropology, Criminal Justice	Recommendations	Challenges
Goal 1	Continue with current practices, participation in Learning Communities and faculty trainings; complete proposals for MA in Criminology and CRM by December 2019.	We would like to replace the 2 faculty members we lost last year, and require a 5 FTE with benefits, as per the Faculty Handbook – a replacement for a faculty leader.
Goal 2	Continue with current practices and expand use of Degree Audit and advising tracking systems; We are open to pursuing additional articulation agreements with state and regional community colleges; Explore offering our Sociology & Anthropology major at the Centers.	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.
Goal 3	Continue with current practice.	Bringing speakers to campus with little to no money in the budget for such activities; Funds for student research and conference presentations;
Goal 4	Work with new Dean of the College and Provost to move MA in CRM forward.	Finding new field work opportunities in a small community.
Goal 5	Continue with current practices.	
Goal 6	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	High and intense teaching load makes it hard to find time to be available for students and participate in University service
Teacher Education	Recommendations	Challenges
Goal 1	To post completed Programs of Study in One Drive to have the information available to all advisors	
Goal 2	A recruiter for graduate programs would be a helpful addition to the university	Faculty don't have the time needed to do much recruiting for the program
Goal 3	Improve the SOE website to be able to provide graduate students with information about events happening on campus.	
Goal 4		
Goal 5	Work toward creating a concentration area that can be completely asynchronous	Many students don't have the Internet strength to take asynchronous courses.
Goal 6	Provide new faculty with professional development on advising and creating programs of study	