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: **Department of English and Philosophy**

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Strategic Goals for 2021 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

1. Highlands University will achieve academic excellence, academic integration and student success.	1. Continue to improve success rates of at-risk students through the high-impact practice of co-requisite composition classes.
	
	2. Create a cutting-edge program that counters the false public narrative that an English degree does not provide many work opportunities.
	
	3. Continued participation in learning communities.
	
	4. Increase student engagement by maintaining and increasing the number of community-based research and writing activities in English courses.
	
	5. Continue, extend, and
		1. Eliminate all stand-alone English 1060 classes.
		
		2. A. Maintain and provide more sessions on career placement.
		   B. Maintain and develop internship program.
		   C. Investigate the possibility of a 12-15 credit hour certificate in digital humanities.
		
		3. Maintain faculty involvement in first-year learning communities at 50%.
		
		4. Maintain and increase the number of community-based research and writing activities in English courses.
		
		5. A. Schedule one public creative writing event each
			1. No stand-alone 1060 classes on fall schedule.
			
			2. A. Career placement sessions offered.
			   B. Students placed in internships or other professional development activities.
			   C. Faculty member researched DH programs.
			
			3. At least 50% of English faculty participating in LCs.
			
			4. At least one course involving community-based research and writing activities each semester.
			
			5. A. One public and university-wide creative
				Chair, Dr. Lauren Fath	1. No stand-alone 1060s on schedule in Fall 2020.
					
					2. A. At least two career placement sessions offered in FY 19
					   B. 30% of graduate students on internships or other professional development activities by FY21.
					   C. Discuss at department meetings.
					
					3. 50% of English faculty teaching in LCs.
					
					4. Students involved in service learning, community-based research and writing projects in English courses.
					
					5. A. Events scheduled FY20.
					   B. Students presenting at research day in spring 2020.
						Fall 2020 and ongoing

	showcase the scholarly, creative, and professional opportunities for students and faculty	semester
		  B. Provide more research opportunities within classes.
		  C. Liaise with foundation and alumni to create more scholarships for English majors and a conference travel fund for students.
		  D. Educate students about publishing.
		  E. Maintain and develop the internship program.
		  F. Foster student interest in co-curricular activities and employ English majors as work-study students.
		  G. Showcase faculty scholarship via social media
			writing event per semester.
			  B. More students presenting at NMHU research day.
			  C. More students attending conferences.
			  D. A new course on publishing offered.
			  E. Students placed in internships or other professional development activities.
			  F. English majors working in English office and Writing Center and students participating in events.
			  G. Faculty scholarship mentioned on social media.
					C. Scholarships and a travel fund by FY21.
					  D. Publishing course offered by fall 2019.
					  E. 30% of graduate students on internships or other professional development activities by FY21.
					  F. English majors employed as work studies and at least one co-curricular event/semester.
					  G. Departmental social media updated and maintained by FY18.
					
					6. Philosophy minor reestablished by FY21.	

	6. Reestablish the philosophy minor.	6. Request budget line for an assistant professor of philosophy.	6. Approval for hiring philosophy professor.		

	7. Create a visiting writers series	7. A. Establish committee to explore the feasibility of an NMHU Visiting Writers program and to apply for grants.
		  B. Invite local writers to campus for readings, workshops, and master classes.
			7. A. Committee formed and grants applied for.
			  B. Local writers giving readings, workshops, or master classes at NMHU.
					7. Visiting writers and faculty giving readings, workshops, and/or master classes in FY20.	

	8. Maintain and expand the services of the Writing Center.	8. A. Increase overall utilization of the Writing Center on the main campus and at the centers.
		  B. Increase the number of
			8. A. Increase the number of students attending tutoring sessions and reduce the number of missed	8. Former Director, Dr. Ben	8. A. 10% increase in sessions attended
					
					  B. More tutors in the Writing Center	

| | | tutors available in the Writing Center, particularly for graduate students | sessions.
   B. Additional funds or graduate assistantships to fund additional tutors. | Villarreal | |

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. Achieved. We have only co-requisite 1060s on the fall schedule.	1. First completed fall 2017, ongoing fall 2018, 2019, 2020.	1. Create a dedicated English computer classroom for English 1060 classes. The space has been designated, but the computers that were supposed to be handed down from GIS were deemed "undeployable."	- Implementing the English computer classroom - Wiring in B02 is not acceptable for bringing in multiple computers - Scheduling classes to avoid overlap	1. Yes. We will now have to procure computers and request wiring upgrades to accommodate them

2. A. Career placement: Ongoing; will add session to Geek Week 2020.
B. Achieved and ongoing. Many students participated in the *New Mexico Review* (8 graduate, 1 undergraduate). Sigma Tau Delta held its first fundraiser.
C. Ongoing; digital humanities certificate discussed at several department meetings and Online Publishing class added as an offering.
	2. A. Ongoing.
	   B. Spring 2020
	   C. FY20
		2. Continue Geek Week. Spring 2019 Geek Week was a great success in highlighting the diverse and cutting-edge nature of the program. Over 21 events, Geek Week had more than 550 attendees, including more than a dozen professors, the dean of CAS, and members of the community. We also added a fundraiser 5K as a kick-off event in spring 2019 and expanded the programming to include students from a Santa Fe elementary school. In spring 2020, we had planned to add a career placement component to Geek Week, but it was canceled due to COVID. Continue discussing Digital Humanities program at department meetings.	- Inconsistent funding for Geek Week.
			- Lack of course release or adequate funds for the *New Mexico Review*.
				2. Yes. Geek Week funding. Equipment, space, tech. support for DH program. Course release for *NMR* and Esports.

3. Achieved and continuing. After having 50% faculty teach learning communities in Fall 2017, having one faculty member on maternity leave and losing our returned term position (Steven Weatherburn) brought the	3. Fall 2018 and ongoing.	3. In order to attract incoming students to our own major, we should continue to offer at least 1 LC in fall of 2020 that pairs composition classes with literature, creative writing, linguistics, or literacy classes. In fall 2020, Ben Villarreal is teaching a learning community	- Staffing so many learning communities pulls faculty away from other classes they might be teaching. - In AY 2019-20, we were short two tenure-track faculty members and	3. Yes. The loss of the retained term position and

number to slightly below 50% for Fall 2018.		with forestry.	had two faculty on sabbatical.	Dr. McIntosh has impacted our ability to offer learning communities.
4. Achieved and continuing.	4. Fall 2018	4. Continue the excellent work of the English faculty.		
5. Achieved and continuing. More students are attending conferences and presenting at Student Research day, but we still need money for student travel.	5. FY21	5. We still need money for a student travel fund and more scholarships for English majors	- It is difficult to work with the schedules of non-traditional students. - Lack of funds for student travel. - COVID travel restrictions.	4. No 5. Yes. We need money for student travel and scholarships. Formal request included in our budget.
6. Ongoing. Department has discussed the philosophy position and the chair argued for it at the fall 2018, 2019, and 2020 budget hearings.	6. FY21	6. We need the budget for the Philosophy program reinstated.	The Dept. of English and Philosophy has not employed a philosophy professor since 2010.	6. Yes. Philosophy request included as an item in our budget.
7. Achieved and ongoing. Ballen Visiting Scholar, Diane Seuss, visited in Fall 2017.	7. Fall 2018/FY20	7. The Ballen program provides us with an excellent starting point. We will continue to look for grants and other funding sources for a visiting writers program. Dr. Fath and Dr. Villarreal teamed up with library staff to write an application for the NEA Big Read grant, awarded in spring 2019.	- Funding is needed to pay for visiting writers, local or otherwise.	7. Yes. Stipends for visiting writers. Funds for meals, housing, and expenses for writers and publicity.

8. A-B. Ongoing	8. A-B. FY21	9. A. Continue offering workshops for students. Send Writing Center staff/tutors into classes to promote WC services and encourage students to schedule sessions. Continue tracking student visits to WC.
		
		   B. An Assistant to the WC Director would be able to complete many of the routine responsibilities, leaving the Director free to implement more programs, including
			- No-show rates are high for scheduled tutoring sessions. We need to consider a reminder system.
			- The Writing Center budget is insufficient to open the Assistant position and maintain the current number of staff
			- Tracking of WC visits was impacted
				8. A. No.
				   B. Yes, we need a salary for the Assistant.

		workshops and exploring the possibility of specialized programs for ESL and graduate students.	by the move to remote learning in spring 2020 and fall 2020.	Budget request made for increasing Writing Center funds.

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
2. Highlands University will achieve strategic enrollment management.	1. Continue to improve success rates of at-risk students through the high-impact practices of co-requisite composition classes.	1. Eliminate all stand-alone English 1060 classes.	1. No stand-alone 1060 classes on fall schedule.	Chair, Dr. Lauren Fath	1. No stand-alone 1060s on schedule.	Fall 2020
	2. To enhance students' holistic well-being and academic success while encouraging more students to major in English by maintaining and extending the high-impact practice of interdisciplinary learning communities.	2. Maintain faculty involvement in freshman learning communities at 50%	2. At least 50% of English faculty participating in learning communities.		2. At least 50% of English faculty participating in LCs each fall.	
	3. Increase the number of English majors and expand the graduate programs	3. A. Send graduate fact sheet to undergraduate English programs in New Mexico and neighboring states. B. Create similar fact sheet for undergraduate program and send to high schools in NM and neighboring states. C. Liaise with SEM office to ensure that students are being recruited directly to English programs. D. DGS participating in webinars to learn more effective use of the GRE record service E. Increase the number and amount of assistantships.	3. More students in the English major and MA program.		3. More students in the English major and MA program by FY20	

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. Achieved. We have only co-requisite 1060s on the fall schedule and will maintain this practice moving forward.	1. Fall 2017 and ongoing.	1. Create a dedicated English computer classroom for English 1060 classes. The space has been designated, but the computers that were supposed to be handed down from GIS were deemed "undeployable."	- Implementing the English computer classroom - Wiring in B02 - Scheduling classes to avoid overlap	1. Yes. We will now have to find money for the computers and wiring in B02
2. Achieved and ongoing.	2. Fall 2017 and ongoing.	2. In order to attract incoming students to our own major, we should offer at least 1 LC in fall of 2020 and onward that pairs composition classes with literature, creative writing, linguistics, or literacy classes.	- Faculty departures and sabbaticals require the department to staff essential classes first - Staffing LCs pulls faculty away from teaching other classes	2. Yes. We need to staff these courses and the other English courses because so many of our faculty are teaching in LCs.
3. Ongoing.	3. FY 21	3. We had several students graduate last spring, but the number of new students coming into the major remains steady. We are working on recruitment material and programming (such as Geek Week) to attract more English majors.	- It is difficult to recruit for our graduate program given that other graduate programs in English offer stipends that are twice as large as ours.	3. Yes. We need larger stipends and recruitment support for the MA program from the SEM office.

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3. *Highlands University will achieve a vibrant campus life.*	1. Explore possibilities for funding a Visiting Writers Series that would bring at least one writer of regional/national renown per year	1. Explore grant funding possibilities and other potential sources of capital to launch the series	1. At least one grant application submitted by end of FY21	1. Chair, Dr. Lauren Fath; creative writing faculty	1. Funding committed to launch of Visiting Writers Series	Fall 2020
	2. Continue to grow Geek Week as a resource for the NMHU and Las Vegas communities	2. Continue to hold Geek Week each spring semester	2. Geek Week takes place in spring 2020 and includes more events than spring 2019	2. Dr. Donna Woodford-Gormley	1. Analysis of Geek Week 2020 attendance lists in spring 2020	Spring 2021

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. Ongoing	1. Ongoing	1. 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	1. Yes
2. Achieved spring 2018 and 2019. Ongoing spring 2020.	2. Spring 2018, spring 2019	2. That consistent funding be given to the department to host Geek Week.	- COVID forced us to cancel Geek Week 2020	2. Yes

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4. Highlands University will be a community partner.	This overlaps with our initiatives mentioned above, specifically through maintaining and expanding the internship program, offering students more opportunities to engage in community based writing and research projects, providing more public creative writing events, and establishing a Visiting Writers Series.	N/A	N/A	Chair, Dr. Lauren Fath	N/A	N/A

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
N/A	N/A	N/A	N/A	N/A

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
5. Highlands University will achieve technological advancement and innovation.	1. Provide more technological writing opportunities for co-requisite composition students	1. Establish a new computer classroom with 11 computers for the co-requisite composition classes.	1. Dedicated computer classroom for our 1060 students and fewer scheduling problems in the Writing Center.	Chair, Dr. Lauren Fath; former WC Director Dr. Ben Villarreal	1. Finding a room and purchasing computers and a printer by FY 21.	Fall 2020
	2. Engage in technological innovation and advancement through digital humanities courses and digital humanities components to existing courses.	2. A. Create a 4/5000 level publishing course for students to issue *The New Mexico Review*. B. Investigate the possibility of a 12-15 credit hour certificate in digital humanities.	2. A. Publishing offered as a selected topics course by Fall 2018. B. Faculty member researched DH programs.		2. A. 4/5000 level publishing course offered each year. B. Establish an interdisciplinary committee and potentially draft a proposal by Fall 2019.	
	3. Expanding teaching and learning services to a greater number of students with innovative and strategic use of technology.	3. Offer courses via Zoom	3. Students taking classes via Zoom		3. Students taking classes via Zoom	

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. Ongoing. Space identified, but computers promised to us "undeployable."	1. FY 20	1. Once computers are located and received, implement a scheduling plan so all sections of 1060 have access.	- Receiving computers. - Scheduling classes	1. Yes.
2. A. Achieved. Online publishing course offered in spring 2019 B. Achieved and Ongoing. Faculty did research on digital humanities programs	2. A. Spring 2019; ongoing B. FY 21	2. A. Continue to offer the online publishing course regularly B. Continue to dedicate faculty time to researching digital humanities.	- Departure of Dr. Tyler Mills, who taught the publishing course - Defining how digital humanities fits with our program; HLC approval. - Dr. Helen Blythe, who has championed the DH initiative, was on sabbatical for AY 2019-2020.	2. Yes. Equipment, space, tech. support for DH program.
	3. FY 20	3. Refine Zoom architecture in Douglas Hall		

3. Ongoing. We are offering classes online and via zoom, but we could offer more if we had better Zoom capabilities in Douglas Hall.				3. Yes. We need better Zoom capabilities in Douglas Hall.

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6. Highlands University will achieve enhanced communication and efficiency.	1. Continue to distribute the English department newsletter	1. Administrative assistant and work-study employee will solicit news items from faculty and students for bi-monthly newsletter	1. Newsletter produced and distributed	1. English admin; work-study employee	1. Newsletter produced and distributed	Fall 2020

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)	Budget Consideration (Yes / No)
1. Ongoing	1. Ongoing	1. 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 a work-study employee	1. No