

**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: Psychology

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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
<i>1.Highlands University will achieve academic excellence, academic integration and student success.</i>	<u>1. Convert term faculty status in Farmington to tenure track position</u>	<u>1. Meet with Dean, Provost, and Farmington Center director to demonstrate value of TT position</u>	<u>1. Farmington TT search approved and posted on PeopleAdmin</u>	<u>1. David Pan</u>	<u>1. Meetings with administration; Fall 2019</u>	<u>1. Fall 2019</u>
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- ONGOING	INCOMPLETE	- Department and College advocate with administration to demonstrate worth and importance of position		- Has not climbed high enough on University budget priority list		YES
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
<i>1.Highlands University will achieve academic excellence, academic integration and student success.</i>	<u>2. Complete a successful T/TT faculty search for Cognitive/Experimental vacancy</u>	<u>2. Maintain lines of communication with Human Resources, Dean, and Provost office</u>	<u>2. New hire by end of Spring 2020</u>	<u>2. David Pan, Lara Heflin, Daniel Chadborn</u>	<u>2. Meetings with HR and administration; Fall 2019</u>	<u>2. Spr 2020</u>
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- ONGOING	INCOMPLETE	- Continued support by CAS and administration to fill the line		- Lower starting salaries are a constant handicap for recruitment of new faculty. COVID stopped much of the momentum of last year's search.		YES
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
<i>1.Highlands University will achieve academic excellence, academic</i>	<u>3. Restaff full time lecturer position on Main Campus</u>	<u>3. Meet with Dean and Provost to demonstrate need for FTE position</u>	<u>3. Full time lecturer position approved and posted on PeopleAdmin</u>	<u>3. David Pan</u>	<u>3. Meetings with administration; Fall 2019</u>	<u>3. Fall 2019</u>

<i>integration and student success.</i>						
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)			Challenge(s)	Budget Consideration (Yes / No)
- ACHIEVED	Spring 2020	- Keep the full time lecturer position filled			- Continuing to advocate for this position with administration as Psychology remains understaffed	Yes
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<i>1.Highlands University will achieve academic excellence, academic integration and student success.</i>	4. Add tenure track position for clinical psychology at Main Campus	4. Meet with Dean and Provost to demonstrate need for TT position	4. Clinical TT search approved and posted on PeopleAdmin	4. David Pan	4. Meetings with administration; Fall 2019	4. Fall 2019
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)			Challenge(s)	Budget Consideration (Yes / No)
- ONGOING	INCOMPLETE	- Department and College advocate with administration to demonstrate worth and importance of position			- Does not appear to be considered among budget priorities	YES
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
<i>1.Highlands University will achieve academic excellence, academic integration and student success.</i>	5. Maintain lines of communication with Center faculty and directors.	5. Use Zoom technology to broadcast all psychology meetings to the Center faculty; On relevant occasions, include Center Directors in psychology departmental meetings; Regular emails and phone calls between Chair and Center Directors to integrate psychology across locations	5. Evidence of more contact between the Centers and the Main Campus in psychology showing increased email communication, more multi-campus meetings, and a survey of Center Directors and all Faculty.	5. All faculty	5. Increased enrollment and graduation rates; More contact with the centers as evidenced by Zoom meetings	5. Spr 2020
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)			Challenge(s)	Budget Consideration (Yes / No)
- ONGOING	n/a	- Communication with Center faculty has never been stronger. Continue to keep lines of communication open and integration of Center faculty into			-	No

department business consistent						
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
<i>1.Highlands University will achieve academic excellence, academic integration and student success.</i>	<u>6. Assess Psychology minor requirements to determine congruence with changed UG curriculum</u>	<u>6. Update minor curriculum; Propose the curricular changes to Academic Affairs, the Dean, and the Provost.</u>	<u>6. University catalog changed to reflect any changes to minor curriculum</u>	<u>6. Daniel Chadborn; Lara Heflin</u>	<u>6. AY 2019-20</u>	<u>6. Sum 2020</u>
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- ONGOING	Fall 2021	Continue assessing minor. This task can be claimed by UG Coordinator for release time rationale				No
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
<i>1.Highlands University will achieve academic excellence, academic integration and student success.</i>	<u>7. Review Psychology major requirements &amp; Psychology graduate degree to determine whether changes need to be made</u>	<u>7. Review major &amp; graduate degree curriculum; Propose the curricular changes to Academic Affairs, the Dean, and the Provost.</u>	<u>7. University catalog changed to reflect any changes to major curriculum</u>	<u>7. Daniel Chadborn; Lara Heflin; David Pan</u>	<u>7. AY 2019-20</u>	<u>7. Sum 2020</u>
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- ONGOING	n/a	- Reviews of both UG and Grad degrees are always ongoing in the program. This task can be claimed by UG and Grad Coordinator for release time rationale				No
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
<i>1.Highlands University will achieve academic excellence, academic integration and student success.</i>	<u>8. Continue to evaluate Contingent Faculty through formal process.</u>	<u>8. Follow university policy for Contingent Faculty evaluation</u>	<u>8. Records of Contingent Faculty evaluations</u>	<u>8. David Pan</u>	<u>8. Ongoing as needed</u>	<u>8. Sum 2020</u>
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Achieved/Ongoing	Completed annually	- Continue to meet University deadlines for this task		- Lack of student evaluations impairs ability to evaluate Contingent Faculty comprehensively		No



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
<i>2. Highlands University will achieve strategic enrollment management.</i>	1. Actively advise students in all phases of the program, to degree and beyond.	1. Set up group advisement sessions for declared majors to counsel on what classes to take to most efficiently pass through Highlands with a psychology major to be held every semester after the schedule of classes is released; Individually contact advisees close to graduation to ensure completion.	1. Keep record of psychology majors, and group advisement sessions; Document individual advisement sessions and attempted contacts on Degree Audit in Banner	1. Daniel Chadborn; All faculty	1. Group advisement sessions set up - Fall 2019 & Spring 2020; Documented advising activity in D2L - Ongoing; Increased enrollment and graduation rates in psychology - Ongoing.	1. Sum 2020
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Achieved/Ongoing	Ongoing	- Continue to be responsive to students' needs. Distribute new majors across all faculty to share responsibilities.		-		- No
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
<i>2. Highlands University will achieve strategic enrollment management.</i>	2. Expand course offerings, especially at the Centers.	2. Create a course offering matrix that indicates which courses should be offered for completion of the major.	2. No overlap of face-to-face and online courses in the semester	2. Lara Heflin; All faculty	2. Increased enrollment - Ongoing; Review by faculty each semester to determine best options for course offerings	2. Sum 2020
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Achieved	AY 2019-20	- Course offering matrix clearly lays out which courses need to be taught and when the last time courses from that Topic Group have been offered.		-		- No

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<p><i>2. Highlands University will achieve strategic enrollment management.</i></p>	<p>3. Partner with the Office of Strategic Enrollment Management (SEM) and University Relations (UR) for recruitment, retention, and graduation of students.</p>	<p>3. Partner with SEM and UR to develop promotional materials and update psychology website as needed.</p>	<p>3. The creation of updated promotional materials and website</p>	<p>3. All faculty</p>	<p>3. Partner with the Office of Strategic Enrollment Management (SEM) and University Relations (UR) for recruitment, retention, and graduation of students.</p>	<p>3. Partner with SEM and UR to develop promotional materials and update psychology website as needed.</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<p>- Stop</p>	<p>n/a</p>	<p>The department would be happy to work with these offices to improve recruitment, retention, and graduation at their request</p>		<p>- Limited department resources to dedicate time to this proactively.</p>		<p>- No</p>

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3. <i>Highlands University will achieve a vibrant campus life.</i>	1. Support Psi Chi, our student honors organization	1. Work with the Psi Chi student organization to establish fun and educational activities on campus, invite speakers, and encourage student participation in conferences regionally and nationally.	1. 1. Attendance of Psi Chi faculty sponsor meetings at least twice per semester.	1. Daniel Chadborn	1. 1. Number or speakers invited - Spring 2019; Record of Psi Chi activities on campus - Summers annually; Record of Psi Chi activities on campus; Summers annually	1. Sum 2020
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Achieved/Ongoing	Ongoing	- Continue to support Psi Chi through Dr. Chadborn's leadership		-		- No
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
3. <i>Highlands University will achieve a vibrant campus life.</i>	2. Support students performing research projects and presenting these projects on campus, regionally, and nationally.	2. Meet annually or bi-annually with Girard Fund representatives to maintain and grow research grants opportunities for students in the social and behavioral sciences; Educate graduate students early about upcoming professional conference deadlines and travel opportunities	2. 2. Record of invited speakers and student participation at conferences each year; Ongoing discussions with the Foundation and the Girards, continued contributions to and growth of the fund, and continued funding for student research through this opportunity.	2. All faculty	2. 3. Record of student participation in conferences - Summers annually; Record of students applying to Girard Fund - Summers annually	2. Sum 2020
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Achieved/Ongoing	Ongoing	- Girard Funding was successful in AY 19-20 and increases in funding have been approved for upcoming awards. Students have been traveling to and presenting at scientific conferences		- COVID		- No

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
3. <i>Highlands University will achieve a vibrant campus life.</i>	3. Continue to work with the Foundation and Girard Fellowship Donors to establish research funds for psychology, sociology, and anthropology students.	2. Meet annually or bi-annually with Girard Fund representatives to maintain and grow research grants opportunities for students in the social and behavioral sciences; Educate graduate students early about Girard Fund application cycles	3.3. Ongoing discussions with the Foundation and the Girards, continued contributions to and growth of the fund, and continued funding for student research through this opportunity.	3. David Pan	3.4. Meetings with the Girard Fund representatives and tracking of number of research projects and amount of money provided to student research in psychology; Spring, annually	3. Summer 2021
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
- Achieved/Ongoing	Ongoing	- Girard Funding was successful in AY 19-20 and increases in funding have been approved for upcoming awards.		-		- No

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4. <i>Highlands University will be a community partner.</i>	1. Actively manage our relationships to practicum sites around San Miguel County.	1. 1. Email, phone, and set up meetings with community partners who could potentially oversee the practicum experiences of our graduate students in clinical/counseling psychology.	1. 1. Record of community partnerships with practicum sites.	1. Lara Heflin, David Pan, Mathias Stricherz	1. 1. Record the number of active practicum sites, and a list of the practicum supervisors; Keep supervisors' reviews of graduate students	1. Summer 2020
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Achieved/Ongoing	Ongoing	- New practicum sites have been developed in AY 19-20		- COVID		No
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
4. <i>Highlands University will be a community partner.</i>	2. Volunteer in the community and offer professional and practical psychological guidance to community partners.	2. 2. Volunteer and partner with the community in various service, research, teaching, and advising capacities.	2. 2. Record of volunteer time spent in the community, and number of partnerships with the community established.	2. All faculty	2. 2. Faculty members' documentation of service activity with community in annual report of activities.	2. Summer 2020
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Achieved/Ongoing	Ongoing	- Faculty members have offered their time and expertise to community events and issues. Will continue to look for opportunities to volunteer in the community.		- Limited department resources		No
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
4. <i>Highlands University will be a community partner.</i>	3. Partner with outside entities in research, teaching, and service to community.	3. 3. Partner with the community in various service, research, and teaching capacities.	3. 3. Record or varying types of activities in the community such as advising, teaching, leading, volunteering, etc.	3. All faculty	3. 3. Faculty members' documentation of service activity with community in annual report of activities.	3. Summer 2021

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
- Achieved/Ongoing	Ongoing	- Faculty members have conducted research within the community. Will continue to look for opportunities to provide service to the community.	- Limited department resources	No

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5. Highlands University will achieve technological advancement and innovation.	1. Have modern computing resources in order to provide access to the most technologically advanced statistical software/education and data collection techniques	1. Faculty will use modern technologies for courses, meetings, student and community outreach, and distance education; Faculty will use teaching software and up-to-date video presentations in their teaching.	1. 1. Documentation of training or use of various technologies to enhance the classroom experience.	1.1. All faculty	1. 1. Faculty will report use of various modern technologies to the Chair.	1. Summer 2020
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Ongoing	n/a	- This needs to be a budget priority for the department to meet this goal. Consolidating computer lab space in Lora Shields would help this problem.		- Lack of budget priority		- Yes
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.	2. Use Zoom, D2L, and other modern distance technologies to offer distance courses or support face-to-face courses.	2. Faculty will use modern technologies for courses; Faculty will use teaching software and up-to-date video presentations in their teaching.	2. 2. Documentation of training or use of various technologies to enhance the classroom experience	2.2. All faculty	2. 2. Faculty will report use of various modern technologies to the Chair.	2. Summer 2020
<b>Action Status w/Description (Achieved, Ongoing, Stop)</b>	<b>Completion Date(s)</b>	<b>Recommendation(s)</b>		<b>Challenge(s)</b>		<b>Budget Consideration (Yes / No)</b>
- Achieved/Ongoing	Ongoing	- All faculty are using modern technologies to offer distance courses due to COVID		- Initial training and learning curve as we switched to online learning but most have adapted		- No
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.	3. Maintain and upgrade psychology experimental and clinical laboratories with modern technological equipment, and the expertise to use them.	3. Faculty will monitor, update, use, and encourage student use of modern clinical and experimental laboratories on the main campus;	3. 3. Record of use and modifications to the clinical and experimental laboratories for psychological research;	3.3. David Pan, Lara Heflin, Daniel Chadborn	3. 3. Chair will keep an updated description of the clinical and experimental laboratories in psychology;	3. Summer 2021

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)	
- Ongoing	Ongoing	- Department will assess the use of the psychology lab on an as needed basis.		- COVID makes attention to these lab spaces low priority		- Yes	
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. <i>Highlands University will achieve technological advancement and innovation.</i>	4. Maintain proficiency in statistical software.	Faculty will maintain proficiency in quantitative analytic software such as SAS and SPSS, and will train students in the use of this technology	4. Ongoing proficiency and use of various statistical packages for research and completion of theses.	4.4. David Pan, Lara Heflin, Daniel Chadborn	4.4. Faculty will describe their use of technology, and their teaching of technology to students, in their annual report of activities.	4. Summer 2021	
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)	
- Achieved/Ongoing	Ongoing	- Continue to use University resources for statistical software for faculty and students. Explore open source options.		- Budget		- Yes	

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6. <i>Highlands University will achieve enhanced communication and efficiency.</i>		1.			1.	
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
-		-				