

Mission *New Mexico Highlands University is a public comprehensive university serving our local and global communities. Our mission is to provide opportunities for undergraduate and graduate students to attain an exceptional education by fostering creativity, critical thinking and research in the liberal arts, sciences, and professions within a diverse community.*

Vision *Our vision is to be a premier comprehensive university transforming lives and communities now and for generations to come.*

Department/Program: *NMHU Farmington Center*

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Strategic Goals for 2020 Planning for FY18-FY21	Unit Goals	Unit Actions/Strategies	Measurable Outcome(s)	Person(s) Responsible	Indicators and Time Frame for Assessment	Date(s) for Review
<p>1. Highlands University will achieve academic excellence, academic integration and student success.</p>	<p>1. Work to increase the number of non-thesis degree programs to ensure a higher completion rate. 2. Assist in the development of new MA degree programs, including one-year Professional MA programs. 3. The Graduate Office will dedicate itself to the delivery of excellent and timely service to help students become enrolled and complete their graduate programs. 4. The Graduate Office will reach out to programs in the CAS and the Schools to work to eliminate “roadblocks” and “silos” that inhibit student success.</p>	<p>1. Meet with program faculty to assist in the development of non-thesis programs, including attending Academic Affairs Committee meetings in support of such programs. 2. Help in the development of new MA degree programs through AAC, the BOR, and the New Mexico Council of Graduate Deans. 3. Meet weekly with Graduate Office staff and student employees to refresh our understanding of our mission, to find ways to improve service, and to streamline Graduate Office processes generally. 4. Meet with CAS and School deans, Business Office, Human Resources, and Student Accounts Receivable to eliminate roadblocks and silos as they pertain to student success.</p>	<p>1. The number of new non-thesis programs proposed. Approval will take longer, however. 2. Evidence of pursuit of new MA degree programs proposed and presented to the AAC for approval. 3. Keep minutes of weekly meetings, refinement of our mission, document streamlining of processes and procedures. 4. Document meetings and results of those meetings as regards the development of a flow-chart of activities among the various offices.</p>	<p>Ian Williamson Cathryn Brooks-Williams Germaine Alarcon Angel Benavidez</p>	<p>AY 2020 and Fall 2020</p>	<p>1-4. Quarterly</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Recommendation(s)</p>	<p>Challenge(s)</p>			<p>Budget Consideration (Yes / No)</p>
<p>- Ongoing: We are currently in the process of approving two professional degrees</p>		-		-		

<p>through the HLC, both of which have a non-thesis option—an MA in Criminology and Cultural Resource Management.</p> <ul style="list-style-type: none"> - Ongoing: We are also seeking approval from the CSWE to be able to offer a Social Work MA degree entirely online which will not require a thesis. - We are working with Wiley to ensure the addition of several new online graduate programs in professional programs that will not require a thesis. - Achieved: In AY 2020, the Graduate Office faced an abrupt transition with an immediately departing Coordinator and Dean. We onboarded approximately 100 graduate students in August and July manually before transitioning admissions procedures to the Admissions Office. - Achieved: The Graduate Coordinator updated several outdated forms and developed a website entitled Graduate Routes to Success as a major reference for graduate students. It will be onboarded soon. 				
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<p>- Achieved: The Graduate Office in concert with the Registrar's Office gathered all program-specific approvals under the new catalog</p>					
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<p>2. Highlands University will achieve strategic enrollment management.</p>	<p>1. To take over the recruiting of graduate students at NMHU, including Social Work, and support the recruiting efforts of individual programs. Our goal is to help the university achieve the HU2020 enrollment goal of 4500 students at the main campus and centers.</p>	<p>1. Secure approval from the Administration to assume the role of graduate student recruiting. 2. Meet with graduate programs to assess their enrollment goals. 3. Secure an increase in budget to cover GRE search, an increase in the travel budget to attend career fairs and sponsor graduate recruiting events at NMHU Centers and surrounding colleges and universities. 4. Encourage the development of additional online graduate programs and courses. 5. Encourage large programs, i.e., MBA, to increase class sizes to accommodate additional enrollment. 6. Develop and distribute brochures for programs. 7. Develop a central web page with links to</p>	<p>1. If it comes to pass. 2. Document the number of programs contacted as well document their enrollment goals. Document increases in enrollment in each program. 3. To see an increase in budget for the items listed. 4. Document any new online programs or courses. 5. Determine whether the large programs increased class sizes and by how much. 6. Document the number of brochures distributed. 7. Whether the web page exists.</p>	<p>Ian Williamson Cathryn Brooks-Williams Germaine Alarcon Angel Benavidez</p>	<p>1-7 December 2017, 2018, 2019</p>	<p>1-7 Quarterly</p>

		graduate programs at NMHU.			
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<ul style="list-style-type: none"> - STOP: This goal has been moved to the Office of Strategic Enrollment Management and we play a role in coordinating and facilitating the work of their team in recruitment goals. - Ongoing: The Graduate Dean hold regular bi-weekly meetings with the Strategic Enrollment Management Team led by the VP of Student and Donor Engagement to discuss strategies of recruiting and retaining graduate students at Highlands. - Ongoing: The Graduate Dean is also engaging faculty members on the Graduate Council regarding special challenges faced in recruiting graduate students. - Achieved: As part of an effort to recruit and retained quality 					

<p>undergraduates from NMHU into our program, we successfully passed a policy through the BOR that allows programs to count graduate courses for their undergraduate requirements and subsequently count them in the graduate programs in which they enroll (up to 12 credits).</p>				
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<p>3. Highlands University will achieve a vibrant campus life.</p>	<p>1. Recognize graduate students for their excellence in teaching, lab and class assistance and for their overall contributions to the university. 2. The Graduate Office will acknowledge the important role of Graduate Faculty.</p>	<p>1. Co-sponsor, along with the Graduate Council, a Graduate Education Week at NMHU, to highlight academic success among graduate students. 2. During Faculty Development Week, the Graduate Office (budget permitting) will host a cook-out for Graduate Faculty and highlight some of their accomplishments with respect to graduate student success.</p>	<p>1. Whether it takes place. 2. Whether it takes place.</p>	<p>Ian Williamson Cathryn Brooks-Williams Germaine Alarcon Angel Benavidez</p>	<p>1-2. December 2017, 2019, 2019</p>	<p>1-2. Quarterly</p>
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<ul style="list-style-type: none"> - Ongoing: Covid made last year's in-person events impossible to offer. - Achieved: The Graduate Office did ensure that this year all Graduate Scholarships were broadcast to programs and were awarded to deserving students. This had not happened in recent history at NMHU and the scholarship were left unawarded. - Ongoing: Students are encouraged to submit their terminal projects to a 	<p>-Graduate Scholarships were fully awarded in FA 2020</p>	<p>-</p>	<p>- Covid-19 pandemic made in-person recognition events impossible</p>	<p>-</p>		

<p>statewide competition. We submitted a project this year from Media Arts but it was not funded.</p>				
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<p>4. Highlands University will be a community partner.</p>	<p>1. The Graduate Office will encourage community involvement.</p>	<p>1.1. Encourage students to present research at community venues.</p>	<p>1.1. Whether it happens.</p>	<p>Ian Williamson Cathryn Brooks-Williams Germaine Alarcon Angel Benavidez</p>	<p>1.1. December 2017, 2018, 2019</p>	<p>1. Quarterly</p>
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<ul style="list-style-type: none"> - Ongoing: The Interim Graduate Dean sits on the Council of Graduate Deans and the NM Curriculum and Articulation Committee which provide an important avenue for Highlands voice to be represented statewide, and for our preparation of programs for statewide collaboration and approval. - Ongoing: The Interim Graduate Dean also sits on EPSCOR and INBRE committees which provide grants and outreach graduate experiences to NMHU students. - Achieved: The Interim Graduate Dean worked with the ORSP office to 						

<p>write an NSF IGE grant to improve the graduate student pipeline at NMHU.</p>				
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<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>1. Begin a transition to paperless tracking and documentation of graduate student information and activities as they progress through their graduate programs.</p>	<p>1. Meet with other units and offices to find a way to eliminate much, if not all, of the paper that is used in our documentation and tracking of graduate students. Convince the university to invest in the BANNER Graduate Student Tracking Module.</p>	<p>1. Document all successes in this area. 1.</p>	<p>Ian Williamson Cathryn Brooks-Williams Germaine Alarcon Angel Benavidez</p>	<p>1. 1. December 2017, 2018, 2019</p>	<p>1. Quarterly</p>
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<ul style="list-style-type: none"> - Achieved: SharePoint folders have been set up for the Graduate Office and most of our files have migrated to paperless tracking and online storage. - Ongoing: The Graduate Coordinator is continuing to modify documents and procedures to allow for the increasing use of digital signatures. 		-		-		-

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<p>6. Highlands University will achieve enhanced communication and efficiency.</p>	<ol style="list-style-type: none"> 1. All phone calls are answered promptly and all emails responded to in a timely fashion, generally within 24 hours. 2. Clearly communicate with programs in the CAS and the Schools regarding provisions of the Graduate Handbook. 3. Apprise Center Directors and staff regarding graduate policies and procedures. 	<ol style="list-style-type: none"> 1. During weekly meetings with staff and student employees, stress the importance of timely and courteous communication whether in person, via phone or email. 2. Meet with deans in the CAS and Schools to iron out ways to more closely follow the rules and procedures spelled out in the Graduate Handbook and to have them disseminate that information to Chairs and program faculty. 3. Regularly meet with Center Directors and staff regarding how to help faculty and students be in compliance with the policies and procedures outlined in the Graduate Handbook. 	<ol style="list-style-type: none"> 1. Document meetings with notes. 2. Document meeting times and dates as well as items discussed. 3. Document dates and times of meetings and items discussed. 	<p>Ian Williamson</p> <p>Cathryn Brooks-Williams</p> <p>Germaine Alarcon</p> <p>Angel Benavidez</p>	<p>1-3. December 2017, 2018, 2019</p>	<p>1-3. Quarterly</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Recommendation(s)</p>	<p>Challenge(s)</p>	<p>Budget Consideration (Yes / No)</p>		
<ul style="list-style-type: none"> - Achieved: A new Graduate Handbook was approved last year through the Board of Regents. - Achieved: The Graduate Office Team worked together to secure all changes to programs' currency requirements, and all programs are now in compliance. 		<p>-</p>				

<ul style="list-style-type: none"> - Ongoing: Our office continues to pride ourselves on prompt responsiveness to inquiries and service calls. - Ongoing: The Graduate Office now works closely with the Office of Registrar and the Deans to ensure that students who only have a few items of paperwork to complete for graduation do, in fact, complete their final requirements at the end of the semester. - Ongoing: The Graduate Office team continues to meet with graduate students every Fall to apprise graduate students of the requirements of the Graduate Handbook. We also meet regularly each semester with faculty members in the Graduate Council to communicate regarding the Handbook. 				
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