

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 AVPAA/ORSP**

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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>Highlands University will achieve academic excellence, academic integration and student success.</p>	<p>1. Support University with HED/HLC compliance on academic side.</p>	<p>Coordinate with the Provost, Registrar, Deans, Chairs, Faculty, and Director of OIER as needed to ensure HED/HLC compliance on academic side.</p>	<p>Successful NMHU compliance with HED General Education and Common Course Numbering requirements by Fall 2019.</p>	<p>AVPAA and Grants Manager</p>	<p>HED approves re-certification of all NMHU syllabi in the core, and common course numbers are assigned to these courses.</p>	<p>Fall 2019 Summer 2020 Ongoing</p>
	<p>2. Establish baselines for ORSP office around grants and indirect costs.</p>	<p>Work with HED entities and faculty bodies to ensure compliance with state changes to general education and the common core.</p>	<p>Successful HLC Site Visit in 2020.</p>		<p>HED and HLC approve all submitted substantive change requests.</p>	
	<p>3. Assist faculty in writing <u>scholarly grants</u>.</p>	<p>Participate in statewide and national meetings to stay current and networked with changes to academic requirements of HED and HLC.</p>	<p>Continued monitoring of contingent faculty evaluations in the Academic Affairs office.</p>		<p>Contingent Faculty evaluation records are accurate and updated.</p>	
	<p>4. Assist faculty and administrative staff in writing <u>service grants</u>.</p>	<p>Participate in statewide and federal meetings to stay current and networked with changes to academic requirements and grant initiatives.</p>	<p>Complete Substantive Change Requests for Program and Location through the OIER Director and onto HLC.</p>		<p>US Dept. of Health and Human Services extends NMHU's F&A indirect cost rate.</p>	
		<p>Maintain appropriate and negotiable indirect costs for NMHU.</p>	<p>Federal Costing Concepts LLC (consultants) complete extended request proposal for Facilities and Administrative (F&A) indirect cost rate.</p>		<p>Research Handbook is changed in AY 2019 and approved internally.</p>	
			<p>Renegotiated policy to switch FRC funding to percentage of indirect</p>		<p>All departments and relevant staff are consulted about grants in meetings throughout AY 19 and records of the current interests are kept.</p>	

		<p>Provide information on relevant grant opportunities, grants management, and federal/state grant policies & procedures.</p> <p>Assist FRC and administration to increase indirect allocation for faculty mini-grants and release time to write and administer grants.</p> <p>Coordinate with programs to identify research and service interests of faculty and administrative staff.</p> <p>Develop a Grants Work Group to work on improvements to both pre-award and post-award processes.</p> <p>Identify and contract with ORSP consultants to for grant preparation and evaluation services.</p> <p>Assist with changes and updates to the Research Handbook</p>	<p>funds, increasing allocation from ~4% to 5% for faculty mini-grants and release time to write grants.</p> <p>ORSP Graduate Assistant or ORSP designee identifies: (1) upcoming grant workshops; (2) identify grant opportunities; and (3) matching grants to staff and faculty interests.</p>		<p>Baselines are measured such as: counts of submitted and funded research and service grants annually, indirect allocations, total amount of funded awards.</p> <p>A grants work group is established that meets at least 4X a year.</p> <p>Ongoing posting of policies/ procedures, grant-writing workshops, and data tracking of grants, & grant opportunities.</p>	
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)	Budget Consideration (Yes / No)	
<p>Achieved NMHU 2025 Strategic Plan: CO-chaired the University-Wide Strategic Planning Committee from Summer 2019 through Fall 2020. Convened the group at least bi-weekly and developed the strategic goals. Completed the</p>	<p>Various Dates throughout AY 20 and Fall 2020.</p>	<p>- Office should have a FT ORSP Director.</p>		<p>- 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, and now in the Interim</p>	<p>- Yes, an ORSP Director would involve a budget consideration.</p>	

<p>NMHU 2025 Strategic Plan and received approval from Faculty, Staff, and Student Senates and the BOR in the Fall, 2020.</p> <p>Achieved: HED general education application approvals including several new applications from Visual and Performing Arts.</p> <p>Achieved: Completed work on the HLC 5D SBCMTE which accounted for improvement in one of the three HLC areas of concern. Prepared for the site visit that was cancelled due to Covid-19.</p> <p>Achieved: Completed a 5-year CBA with faculty and an MOA for Covid as the lead negotiator.</p> <p>Ongoing: Shared governance through the collective bargaining process.</p> <p>Achieved: Established a 5 year baseline for grants and indirect cost reallocation in the ORSP office.</p> <p>Ongoing: Improving on the 5-year baseline and continuing to gather data regarding ORSP effectiveness.</p>			<p>Graduate Dean role.</p>	
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<p>Achieved: Won numerous grant awards worth over \$14M in the last year.</p> <p>Ongoing: Support faculty and staff in writing scholarly and service grants.</p> <p>Ongoing: Build a network of grant-writers and evaluators that support the pre-award effort at Highlands.</p>				
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<i>Highlands University will be a community partner.</i>	<ol style="list-style-type: none"> Continue to support grant efforts that mutually support the community and Highlands (e.g., with Rio Mora Wildlife refuge, the Forestry and Wildlife Restoration Institute, or Pojoaque public schools). Support efforts of grant-writers to manage grants at Highlands that serve the community 	<p>Establish a baseline number of grant efforts that support the larger community.</p> <p>Identify potential funding agencies for grants that serve the community (e.g., substance abuse prevention or programs that benefit k-12 students in college preparedness).</p> <p>Identify grant-writers to write grants that have the potential to mutually benefit Highlands and the community.</p>	<p>Establish a record of grant efforts that support the community.</p> <p>Support submission of proposals seeking funding for Highlands and community partners.</p>	ORSP Staff	Fall and Spring submission of grants for funding of grants involving community partnerships.	Ongoing
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Achieved: Several grants were submitted and won in community partnership that included Rio Mora, Forestry	Various Dates	Continue partnering with local and statewide community partners in applying for grants and contracts to support activities to our mutual benefit.	- Finding proper support in the office to find grants and contracts that are appropriate for Highlands	Yes, a pre-award support person would		

<p>and Wildlife Restoration Institute, Pojoaque, Los Alamos Math and Science Academy, UNM, and NMSU;</p> <p>Ongoing: Consultants/grant-writers were contracted throughout AY 2020 and into FA 2021 and this is a regular part of operating procedure in the ORSP Office.</p>		<p>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</p>		<p>require budgetary support.</p>
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<p>Highlands University will achieve technological advancement and innovation.</p>	<p>1. Operationalize Banner Grants Module and use of BDMS 2. Use OneDrive to maintain copies of current grants</p>	<p>a. Establish a Banner/BDMS working group from Business Office, ORSP, and ITS. b. Establish timeline for training and implementation of module & BDMS. a. Identify list of current grants. b. Ensure PI's and grant manager make PDF documents of most important documents pertaining to the grant. c. Ensure that these documents are kept current on the system.</p>	<p>Working group: (1) Determines software capabilities; (2) Creates steps for implementation; (3) Identifies additional budget needs related to software or resources; & (4) Determines training schedule for module & BDMS Critical grant materials are stored online in secure OneDrive account through ORSP office.</p>	<p>ORSP Staff, ITS, and 1. Business Office 2. Graduate Student Assistant</p>	<p>Grants module and BDMS operationalized and implemented to track grant activity. 1. Grants are stored online by Fall 2020.</p>	<p>Fall 2020</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)	Budget Consideration (Yes / No)	
<p>Ongoing: We had several meetings with the Business Office and an IT consultant on the Banner Grant Module. New grants have been uploaded to the BDMS module for use by the Business Office. Achieved and Ongoing: All current grants have been uploaded to OneDrive/Sharepoint but this will be an ongoing project now.</p>	<p>Several Goals were achieved in AY 2020.</p>	<p>-</p>		<p>- Coordinating with IT and the Business Office for seamless use of the Banner Grants Module.</p>	<p>- Yes, perhaps ongoing training on the BDMS module as needed.</p>	

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<p>Highlands University will achieve enhanced communication and efficiency.</p>	<p>1. Maintain Research Handbook updates and effectively disseminate its policies to faculty and administrative staff.</p> <p>2. Ensure greater administrative awareness and approvals of ongoing grant efforts.</p> <p>3. Grow collaborative partnerships between Highlands and other community colleges and university in the state.</p>	<p>1. Update the Research Handbook</p> <p>2. Provide access to Handbook on the website and through university email.</p> <p>3. Offer semester workshops on targeted Handbook policies and participate in faculty meetings where relevant Handbook policy issues can be discussed.</p> <p>4. Increase the role of Deans and VP's in research and service efforts.</p> <p>5. Increase coordination of Independent Institutes and large grants with appropriate academic units</p>	<p>Research Handbook is changed</p> <p>ORSP Grants Manager will report a decrease in late grant submissions compared to previous years.</p> <p>Board of Regents approve policy procedures if needed.</p> <p>Communicate with Provost at weekly meetings regarding issues with grants on both pre-award and post-award side.</p> <p>Meet with Deans at Provost Council and in other venues to ensure participation in grant writing, management and implementation.</p> <p>Ensure grant pre-proposals are submitted through the Dean, AVPAA, Provost, and VPFA for approval before submissions of grants.</p> <p>Encourage academic units and various</p>	<p>ORSP Staff</p>	<p>Submission of updates to Vice President of Academic Affairs and to Board of Regents when additions/modifications to the Research Handbook are needed.</p> <p>Faculty and administrative staff report on ORSP's Annual Survey Monkey greater accessibility and understanding of Research Handbook policies and procedures annually.</p> <p>Annual count of pre-proposals with all administrative signatures completed before grants submitted.</p> <p>Annual count of grants applied for and awarded of collaborative projects between multiple entities on campus.</p> <p>Annual count of grants applied for and awarded of collaborative projects between multiple entities on campus.</p>	<p>August 2019</p> <p>August 2018</p>

			administrative staff entities submit collaborative projects.			
	3. Establish Biohazard Safety CMTE	<p>a. Work with Biochemistry faculty, NHI, and community partners to establish a committee to review biological and chemistry research at Highlands for risks to public health.</p> <p>b. Ensure the CMTE meets NIH standards.</p>	<p>Environmental Health and Safety Committee policy updated.</p> <p>EHS policies approved by FRC, Administration, and BOR Committees.</p>	Safety Officer VPAA, Biology Dept Faculty, ORSP Staff and ORSP Consultant	Environmental Health and Safety Committee policy published in Research Handbook.	Fall 2018
	4. Conduct a brief historical analysis of the recovery of indirect costs and the three ORSP budgets to determine changes to grants over the last ten years.	<p>a. Work with Restricted Funds Accountants to gain knowledge of changes to grants budgets over the last 10 years at Highlands.</p> <p>b. Update administration and faculty as to the results of this analysis.</p>	<p>Analytic report</p> <p>Meetings with Highlands faculty, staff, and administration regarding the results</p>	AVPAA, Grants Manager, and Restricted Funds Accountants	Analytic report and record of meetings and forums discussing the history of grants budget at Highlands.	By Fall 2019
	5. Communicate with program officers for various federal, statewide, and foundation grants to determine the status of our grants from the perspective of outside agencies, and to know learn more about further grants for which NMHU could apply.	<p>a. AVPAA visit with program officers in Washington FA 2018 to discuss current and potential federal grants at Highlands.</p> <p>b. AVPAA actively communicate in meetings, by phone, and by email with various program officers to ensure compliance and smooth functioning of the grants.</p>	<p>Email records and meeting notes from the discussions with program officers.</p> <p>Records of discussions with administrative officials and faculty at Highlands about the outcomes of the meetings with these program officers.</p>	AVPAA	Meeting notes, briefing documents, and travel records associated with contact with program officers.	Ongoing
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)

<ul style="list-style-type: none"> - Ongoing: The Research Handbook is being maintained but needs another review and update. - Ongoing: Grant Proposal Routing Forms are more actively used and are now a part of the CBA which ensures greater administrative awareness and approvals. - Achieved: We partnered with UNM, NMSU, and UN Lincoln on winning grant applications this year. - Achieved: A proposed indirect costs policy with the FRC. - Ongoing: Continue to collect data about ORSP grant monies and indirect cost recovery over ten years. We have a five year baseline which is a good start. - Stop: Establish a Biohazard Safety Committee. It is unclear if this is needed with the new faculty in chemistry so this goal is now on stand by. - 	<p>Throughout AY 2020</p>	<ul style="list-style-type: none"> - Grant Proposal Routing Forms should continue to be universally used when applying for external grants. - - Review and update the Research Handbook with the FRC. 	<p>Having a single person monitoring grant compliance in an office our size is challenging.</p> <p>Can have overwhelming work flow in what is now an understaffed office.</p> <p>Turnover in Project Directors has created big challenges in active administrative monitoring of the grants</p>	<p>No</p>
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