

Introduction:

The senior administrative leadership of each sector of the University is responsible for monitoring the implementation of the strategic plans. To further guarantee that plans are moving forward, Highlands has broken down overall responsibility for the six strategic goals as follows:

Strategic Goal #1 (Academic Excellence): Provost/VPAA

Strategic Goal #2 (Strategic Enrollment Management): Vice-President of Strategic Enrollment Management

Strategic Goal #3 (Vibrant campus life): Dean of Students

Strategic Goal #4 (Community partner): Vice-President of Advancement

Strategic Goal #5 (Technological advancement): Vice-President of Finance and Administration

Strategic Goal #5 (Enhanced communication): President, Director of University Relations

These goal leaders work with staff and faculty in their areas as well as across the university to accomplish our strategic goals. These accomplishments are presented in the 2016-2017 Mission Accomplishments, a document shared widely throughout the university community and with the Board of Regents. To further ensure advancement of these goals, these leaders have created this Executive Strategic Plan, which details the ways that senior leadership is working to accomplish the strategic goals across the university.

Senior Leadership Name: Dr. Roxanne M. Gonzales

Primary Strategic Goal Responsibility: Strategic Goal #1 (Academic Excellence)

2018-2019 Accomplishments:

Plans for Achieving Strategic Goal:

- Work with deans, chairs, Faculty Senate, and Academic Affairs Committee, and the overall Highlands community to develop short and long term planning strategies.
- Work with deans and faculty to review our current academic program portfolio and develop a plan for expansion, suspension, and change as needed to ensure NMHU has an attractive range of programs to meet our student and State needs.
- Hire the Executive Director for Online and Extended Learning
- Develop a FY 20 budget related to goals.
- Establish working groups from the HU Futures recommendations to determine final recommendations, present recommendations at University forums for feedback, and present final recommendations to the EMT by December 1, 2018 for next steps from implementation in Spring 2019.
- Ensure transparent communication of the goals and provide opportunity for feedback of the goals and recommendations.

Emerging Factors:

As part of the process of designing the *HU Vision 2020*, the committee worked explicitly to build a forward looking strategic plan. A Vision statement was included in that document to express our commitment to future generations of students, and two of our strategic goals are strategic enrollment management (Goal #2) and technological advancement (Goal #5). Since individual unit strategic plans are aligned to these six university strategic goals, institutional planning, each of departments and units are actively engaged in thinking about the emerging trends facing academic. To pull all of these diverse ideas, each area of the Executive **Strategic Plan** explicitly discusses these ideas, with examples of future plans including:

Goal	Emerging Factor	Institutional Response
Academic Excellence	<ol style="list-style-type: none"> 1. Ensure HU is on track for the HLC 2020 focus visit 2. Expansion of online learning 3. High need for remediation of our students 4. High need statewide for alternative teacher licensure & bilingual education 	<ol style="list-style-type: none"> 1. Dr. Allard will lead 2. Intentional development of an online operations/academic unit to ensure quality offerings including support for distance students and faculty. 3. Develop, with the assistance of existing support structures, a formal Academic Improvement Plan for students to follow before they are placed on probation. 4. Development of an online model through the SOE. 5. Development of additional professional degrees offered in a variety of delivery modalities. 6. Increase the opportunities for high impact practices at all levels in all delivery modalities.

	<ul style="list-style-type: none"> 5. Professional degrees (undergraduate & graduate) 6. Experiential learning and academic success 	
Strategic Enrollment Management	<ul style="list-style-type: none"> 1. Institutional partnerships 2. Expand current articulation agreements to be more holistic in nature allowing for as many degree programs as possible rather than an articulation for each program. 3. Potential post-traditional market for degree completion and transfer. 	<ul style="list-style-type: none"> 1. Begin conversations with other higher education institutions to offer collaborative degrees and more intent with our current 2 plus 2 articulation agreements. 2. Review the current process and streamline for flexibility of transfer students. 3. Review ALL policy related to prior learning and ability for flexibility in degree attainment.
Campus Life		
Community Partner		
Technological Advancement		
Enhanced Communication		

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:

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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. State on track for HLC 2020 visit 2. Establish online learning as a formal department 3. <u>Explore Academic Affairs reorganization with the goals of streamlining efficiencies, realizing fiscal savings, and ensuring academic quality.</u></p>	<p>1. Collect data & Draft 2. Establish a department for online/extended learning 3. Present drafts to the President, faculty, and BOR for feedback</p>	<p>1. Collect all strategic and other plans by spring 2020, Collect department outcomes assessment 2. Post position and hire a director 3. Final drafts will be presented to the</p>	<p>1. OIER/Provost 2. Provost</p>	<p>1. Ongoing 2. Spring 2020</p>	<p>1. Continual 2. Spring 2020</p>
<p>2. Highlands University will achieve strategic enrollment management.</p>	<p>4.</p>		<p>1</p>		<p>1.</p>	

<p>3. Highlands University will achieve a vibrant campus life.</p>						
<p>4. Highlands University will be a community partner.</p>						
<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>1. Streamline course scheduling.</p>	<p>1. Acquire software that will enable course scheduling and projection of needed courses to ensure timely degree completion for students. Establish a working group to review and recommend acquisition.</p>	<p>1. Bring in vendors to demonstrate platforms. Report by the working group with recommendations and rationale for such acquisition and vendor recommendation.</p>	<p>1. VPAA/Registrar/IT/F&A.</p>	<p>January 2019</p>	
<p>6. Highlands University will achieve enhanced communication and efficiency.</p>						