

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 Facundo Valdez School of Social Work**

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Strategic Goals for 2020 Planning for FY18-FY22	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.Faculty will receive the orientation, training and mentoring necessary to support excellence in the face-to-face or virtual classroom.</p>	<p>1. a. Continue with trainings/orientations for new faculty.</p> <p>b. Training for all faculty related to all modes of delivery (zoom, online, face-to-face)</p> <p>c. Create (e.g., CTE) faculty training videos (or at least cloud recording, distribution).</p> <p>d. Invite CTE to regularly scheduled W morning meetings/faculty meetings</p>	<p>1.a.Trainings and orientations related to teaching and technology.</p> <p>b. same as above</p> <p>c. Online availability of videos.</p> <p>d. Extend invitation.</p>	<p>1. a. MSW & BSW Coord</p> <p>b. CTE; faculty</p> <p>c. CTE</p> <p>d. MSW @ BSW Coord</p>	<p>1.a.Beginning of every semester. During the semester when needed.</p> <p>b. FY 21.</p> <p>c. FY21</p> <p>d. FY19</p>	<p>1.a. August, 2018</p> <p>b.May, 2021</p> <p>c. May, 2021</p> <p>d. May, 2019</p>
	<p>2.Faculty mentoring of contingent instructors will be enhanced and strengthened.</p>	<p>2. a. Set up a requirement or standard related to participation in mentoring for contingent faculty; regularly scheduled (e.g., 1 hr a month) to promote teaching excellence and consistency;</p> <p>b. Set guidelines and training for mentoring.</p> <p>c. Ask mentors to spend more time observing the classroom to allow for more representation of support needs.</p>	<p>2.a. A draft of a recommended requirement for faculty mentoring.</p> <p>b. Handout outlining guidelines for mentoring. Mentee Questionnaire.</p> <p>c. Schedule of classroom observations (suggested two observations per semester). Observation report.</p>	<p>2. Dean; faculty; Prog. Coords.</p> <p>b. Prog. Coords; Faculty</p> <p>c. Dean; Prog. Coords; Faculty mentors.</p>	<p>2.a.FY19</p> <p>b. FY20</p> <p>c. FY21</p>	<p>2.a.May, 2019</p> <p>b. May, 2020</p> <p>c. May, 2021</p>

	<p>3.The system of and approach to student advisement will be strengthened.</p>	<p>3. a. Provide advisement training, including support for use of Degree Audit. b. Build a system for advisee outreach. c. Create an advisor handbook (write down our policies and procedures) d. Achieve more integration between advising and instructing; e. Have consistent advisor assignment across student’s years in program. f. Create more equity across all sites for advising – maybe share in some way. g. Develop advisement-related referral handouts and structure so we know who can help with what.</p>	<p>3.a.Agenda item at faculty mtgs. b. Advisees report support from advisors and confidence in knowledge among advisors. c. Handbook. d. TBD e. Faculty advisor assignments in banner. f. Faculty advisor assignments in banner. g. Handouts; outline of undergrad/grad handbook.</p>	<p>3. a.Faculty b. Faculty Advisors c.Dean; Prog. Coords.; Faculty d. TBD e. Graduate admissions coordinator; Student Support Specialist (SSS) f. Dean; Prog. Coords.; faculty g. Prog. Coords; Grad Admissions Coord; SSS; students</p>	<p>3. a. By Fall, 2018 and ongoing. b. FY21 c. FY22 d. TBD e. By Fall, 2018 and ongoing. f. FY 20 g. FY20 4.a.By Sept., 2018</p>	<p>3.a.Dec., 2018 and annually. b. May, 2021 c. May, 2022 d. TBD e. Dec., 2018 f. May, 2020 g. May, 2020 4.a.Oct., 2018</p>
	<p>4. Build system of student learning outcomes assessment and its use to inform curriculum</p>	<p>4.a.Develop data collection plan for NMHU traits and CSWE competencies.</p>	<p>4.a.Written plan.</p>	<p>4.a.CSWE Chair, work group b. CSWE</p>		

	<p>development</p> <p>5. Faculty contracts will become more diversified within SSW.</p> <p>6. Student conduct matters will be approached in a more systematic approach.</p>	<p>b. Establish data mgt. system</p> <p>c. Collect data.</p> <p>d. Begin data entry and preliminary analysis</p> <p>e. Data analysis on CSWE traits</p> <p>f. Invite faculty and other stakeholders to identify areas of improvement</p> <p>5. Term faculty positions will become a more permanent part of faculty of the School.</p> <p>6. a. Further develop code of conduct to accommodate and put forth best practices, including for alternative modes of delivery.</p> <p>b. Create a committee to help advise and decide on system to address student discipline issues; draw on models from other universities.</p> <p>c. Provide training/support for instructors handling discipline issues in the classroom</p> <p>d. Create a handbook that all students get and receive</p>	<p>b. Written plan and implementation.</p> <p>c. Assign task</p> <p>d. Assign task</p> <p>e. Written report</p> <p>f. Extend invitation; hold forum/meeting.</p> <p>5. Faculty contracts reflecting institutionalization of non-tenure track faculty.</p> <p>6.a. Written code of conduct for SSW students (already exists); alternative modes of delivery other than hard copy;</p> <p>b. Roster of committee members/volunteers.</p> <p>c. Discussed in faculty mtgs – refer to advisor, refer to HUCares.</p> <p>d. FVSSW Student</p>	<p>Chair, work group</p> <p>c. GA</p> <p>d. GA</p> <p>e. CSWE Chair (outcomes assessment rep)</p> <p>f. Dean; CSWE workgroup</p> <p>5. Dean; faculty; VPAA; CBA; HR</p> <p>6.a. Dean; faculty; SSS</p> <p>b. Dean; faculty; Prog.Coords.</p> <p>c. Faculty; faculty mentors.</p> <p>d. Student</p>	<p>b. By Fall, 2018</p> <p>c. By Fall, 2018, Spr. & Summer, 019</p> <p>d. By Spring, 2018</p> <p>e. By Spring, 2018</p> <p>f. By Fall, 2019</p> <p>5. FY22</p> <p>6.a. By Fall, 2018</p> <p>b. By Fall, 2018</p> <p>c. By Fall, 2018 and ongoing</p> <p>d. FY20</p>	<p>b. Dec., 2018</p> <p>c. Dec., 2018; May, 2019; Aug., 2019</p> <p>d. May, 2018</p> <p>e. May, 2018</p> <p>f. Dec., 2019</p> <p>5. May, 2022</p> <p>6.a. Dec. 2018</p> <p>b. Dec., 2018</p> <p>c. Dec., 2018</p> <p>d. May, 2020</p>
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	<p>7.Ensure curriculum is responsive to local/regional needs.</p> <p>8. The School will be reaccredited by CSWE.</p> <p>9. Address student needs post-graduation.</p> <p>10. Academic support strengthened for incoming BSW students in area of writing.</p>	<p>orientation to that lays out expectations for conduct and respect in the classroom, in the field, interpersonally</p> <p>7. a. Become knowledgeable about social work workforce needs in the state (Dr. Terrazas’ report).</p> <p>b. Receive input from Community Advisory Board.</p> <p>8. a. Data collection and writing</p> <p>b. Reaffirmation decision</p> <p>c. Curriculum Committee will conduct a course review of all courses in BSW and MSW curriculum.</p> <p>9. Create partnerships to address lack of supervision for graduates to promote licensure.</p> <p>10. Develop writing for social workers course.</p>	<p>Handbooks</p> <p>7a. Finalized workforce report</p> <p>b. Written summary.</p> <p>8.a.Written documentation.</p> <p>b. Reaffirmation letter</p> <p>c. Suggested revisions made to course syllabi.</p> <p>9. Dean/faculty representation on the supervision/retention committee at UNM and CYFD stipend working group.</p> <p>10. Course syllabus</p>	<p>conduct committee; faculty; SSS</p> <p>7.a. faculty</p> <p>b. Dean; faculty</p> <p>8.a.CSWE chair & work group; faculty; Dean</p> <p>b. CSWE</p> <p>c. Curric Comm</p> <p>9.Dean; faculty; alum</p> <p>10. Faculty; Curriculum Comm.</p>	<p>7.a.TBD</p> <p>b. Start Fall, 2018</p> <p>8.a.Self-study due Fall, 2019; Site visit, spring, 2020; decision, Fall, 2020.</p> <p>b. By Oct., 2020</p> <p>c. FY19 and ongoing</p> <p>9. By FY21</p> <p>10. By FY21</p>	<p>7.a.TBD</p> <p>b. Dec., 2018</p> <p>8.a.Fall, 2020.</p> <p>b. Oct., 2020</p> <p>c. Ongoing</p> <p>9. May, 2021</p> <p>10. May, 2021</p>
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- Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	- Recommendation(s)	- Challenge(s)		Budget Consideration (Yes / No)
UNIT GOALS/ACTIONS					
1.d.: Ongoing	1.d.: Ongoing.	1.d.: Continue with efforts to involve CTE in SSW	1.d: CTE staffing		YES
2.a.: Ongoing	2.a.: Ongoing.	2. a.: Keep goal of establishing a standing requirement.	2.a: number of per-course instructors across locations		
4.a.: Achieved	4.a.: August 15, 2018.	4.a.: None.	4.a.: Complexity. Accomplished successfully, however.		
4.b.: Achieved	4.b.: August 15, 2018.	4.b.: None.	4.b.: Complexity. Accomplished successfully, however.		
6.a.: Ongoing	6.a.: Ongoing.	6.a.: Assign to sub-committee.	6.a.: Absence of lead faculty assigned to this task.		
6.b.: Ongoing	6.b.: Ongoing.	6.b.: Assign committee once procedures/protocols are in place.	6.b.: See 6.a. Also: other priorities took precedence.		
6.c.: Ongoing	6.c.: Ongoing; discussions at faculty/staff meetings took place.	6.c.: Internal training can occur; no need for outside trainers.	6.c.: Time constraints of faculty. Varying styles and approaches to handling conduct issues in classroom.		
7.a.: Achieved	7.a.: May, 2019.	7.a.: Decide on dissemination of workforce report.	7.a.: Finalized report was delayed.		
7.b.: Stop	7.b.: Not accomplished.	7.b.: Hire GA or provide release time to faculty to work on this task.	7.b.: Requires time and effort.		
8.a.: Ongoing.	8.a.: Begun in earnest; ongoing.	8.a.: Continue to follow plan as developed by CSWE Reaccreditation Chair and Work Group.	8.a.: Uneven workload among faculty members at times.		
8.c.: Stop	8.c.: Not accomplished.	8.c.: None.	8.c.: Curriculum Committee took on other tasks in place of this one.		
<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>		
1. Achieved	1. Fall, 2020	1. Continue to modify faculty training in response to online needs to incorporate new modalities.	1. Challenges: the high volume of per-course instructors and establishing expectations/compliance among instructors.		
2. Achieved	2. Fall, 2020	2. Continue to provide mentoring for contingent faculty; very much needed, especially with transition to online teaching.	2. Challenge: limited number of full-time faculty who are available to serve as mentors.		
3. Partially achieved	3. Fall, 2020	3. Still need advisement handbook and to achieve equity of advisee assignments across campuses.	3. Challenge: informing and educating faculty of policies		

4. Partially achieved	4. Fall, 2018	4. Although already strong, need to refine methods to respond to results of collected data.	affecting students; reluctance of some faculty to embrace advising role. 4. Challenge: Reluctance of some faculty to acknowledge value of outcomes assessment.
5. Not achieved	5. Fall, 2020	5. Continue to find a way to acknowledge and legitimize the role of contingent faculty.	5. Challenge; institutional buy-in and budget considerations.
6. Partially achieved	6. Fall, 2020	6. Still need to finalize a formal system of counseling students out of the program.	6. Challenge: faculty turnover, lack of momentum
7. Achieved	7. Spring, 2019	7. Need to update workforce needs report.	7. Challenge: available faculty who can take on this task.
8. Achieved	8. Fall, 2020	8. Major accomplishment; begin to lay groundwork (data collection) for next reaccreditation in 2028.	8. Challenge: enormity and complexity of the project.
9. Partially achieved	9. Fall, 2020	9. Continue to address this goal.	9. Challenge: focusing on a goal that falls outside of academic program.
10. Partially achieved	10. Fall, 2020	10. Remains a great need; continue to include in future strategic plans. GA as writing tutor has worked well.	10. Challenge: limitation of resources.

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2. Highlands University will achieve strategic enrollment management.	1. Increase enrollment in the School by 3% per year (or establish other target).	1. a. The School will evaluate diversity in enrollment and recruitment efforts and strengthen efforts with under-represented groups. b. The School will evaluate the potential impact of online offerings to enrollment. c. The School will develop recruitment efforts reflecting projected work force needs in different parts of NM.	1a. Enrollment data; application submissions. b. Student course evaluations of existing online courses; other methods of evaluation. c. Recruitment plan consistent with workforce report.	1.a. Grad coordinator and recruiter; BSW/MSW Coords. b. Dean; Prog.Coords; faculty c. Grad admissions coord; Dean; faculty	1a. FY19 and ongoing b. FY19 and ongoing c. FY20 d. FY18 and ongoing.	1a. Yearly Review b. Semester Review c. May, 2020

	<p>2.The School will integrate recruitment and enrollment efforts with Office of Strategic Enrollment and Undergraduate Admissions and Recruitment.</p> <p>3.The School will increase its efforts and involvement in undergraduate recruitment (first-time freshmen)</p>	<p>d. Increase faculty participation in recruitment of social work students.</p> <p>2.a. The School will have representation on the Matriculation Task Force for closer coordination and to avoid duplicating efforts.</p> <p>b. Coordinator of Graduate Admissions and Recruitment will work closely with and attend regular meetings of the Offices of Strategic Enrollment and Undergraduate Admissions.</p> <p>c. Graduate and undergraduate applications will go online (Slate).</p> <p>d. SSW Faculty will increase participation in University-wide recruitment efforts</p> <p>3. a. Direct email recruitment of first time freshmen into LC Intro to SW course.</p> <p>b. Rework current Intro to SW course (new title?), broaden content and appeal.</p>	<p>d. Faculty plan for recruitment.</p> <p>2.a. Identify representative(s)</p> <p>b. Reports from Grad Admissions Coord.</p> <p>c. Efficient protocols or application processing established.</p> <p>d. Percentage of recruited students that matriculate.</p> <p>3.a. letter mail out and percentage of respondents.</p> <p>b. Revised syllabus and course rubric that</p>	<p>d. Faculty; Grad admissions coord.; Prog.Coords.</p> <p>2.a.Grad admissions Coord; Prog. Coords.</p> <p>b. Grad Admissions Coord.</p> <p>c. Grad admissions coord; Grad and undergrad</p> <p>d. Admissions office; SSW faculty; Grad admissions coord.</p> <p>3.a.BSW Program Coordinator; Instructor of Intro to SW class; undergrad admissions</p> <p>b. BSW Prog. Coord; Instructor of</p>	<p>2.a.FY19 and ongoing</p> <p>b. FY2019</p> <p>c. FY2019</p> <p>d. FY2021</p> <p>3.a.FY18</p> <p>b. FY2021</p>	<p>d. Yearly Review</p> <p>2a.May, 2019</p> <p>b. Yearly Review</p> <p>c. Semester Review</p> <p>d. Semester review</p> <p>3.a.Aug., 2018</p> <p>b. May, 2021</p>
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		<p>c. Keep current Intro to SW course as regular 218 course, to create a bridge between LC and the major at the 300-level.</p> <p>d. Take the 218 Intro to SW course and propose inclusion in articulation agreements with transfer institutions.</p> <p>e. Explore having SW 218 count toward general ed core requirements.</p> <p>f. UGSWA: BSW students to help in recruitment effort, to serve in ambassador role, open up UGSWA to freshmen and sophomores.</p> <p>g. Increase participation of current students and faculty in University-wide recruitment efforts.</p> <p>h. Enlist the assistance of the Student Support Specialist (ABQ) to recruit at high schools.</p>	<p>meets and exceeds CSWE standards.</p> <p>c. Increase in SW major declared prior to 300-level.</p> <p>d. SW 218 becomes a cross-listed course.</p> <p>e. Increased student interest in social work.</p> <p>f. Data collection to monitor student participation.</p> <p>g. Measure level of group participation.</p> <p>h. Recruited high school students matriculate.</p>	<p>Intro to SW class; Curric. Comm. c. Graduate Admission Coordinator and BSW Coordinator; Intro to SW instructor d. Matriculation and retention committee; registrar's office e. Dean; faculty; Aca Affairs; registrar's office f. Graduate Admission Coord; BSW/MSW Coord.; Intro to SW instructor g. Grad admissions coord; BSW Coordinator; students; student assoc. h. SSS</p>	<p>c. FY2019</p> <p>d. FY2021</p> <p>e. FY2022</p> <p>f. FY2021</p> <p>g. FY22</p> <p>h. FY21</p>	<p>c. May, 2019</p> <p>d. May, 2021</p> <p>e. May, 2022</p> <p>f. May, 2021</p> <p>g. May, 2022</p> <p>h. May, 2021</p>
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Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
UNIT GOALS/ACTIONS				
1.a.: Ongoing 1.b.: Ongoing 1.d.: Ongoing 2.a.: Achieved 2.b.: Achieved 2.c.: Ongoing 3.a.: Achieved 3.c.: Achieved	1.a.: Ongoing 1.b.: Ongoing 1.d.: Ongoing 2.a.: Fall, 2018. 2.b.: Fall, 2018. 2.c.: Ongoing 3.a.: July-August, 2018 3.c.: August, 2018	1.a.: Rely more on OIER data to drive efforts. 1.b.: Informal analysis will need to be replaced by formal data gathering at some point. 1.d.: Need more coordination between recruiters and faculty. 2.a.: None 2.b.: None 2.c.: None (responsibility of Undergrad/Grad admissions) 3.a.: Repeat in subsequent years 3.c.: Repeat in subsequent years	1.a.: Time constraints of faculty. 1.b.: Other tasks (reaccreditation) have taken precedence. 1.d.: Time constraints of faculty; lack of organized recruitment efforts 2.a.: None 2.b.: None 2.c.: Lacked expertise (at University level) 3.a.: None 3.c.: Unforeseen factors can impact number of incoming freshmen	YES
<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>	
1. Partially achieved 2. Achieved 3. Achieved	1. <u>Fall, 2020</u> 2. Fall, 2018 3. August, 2018	1. Continue with this goal, especially in light of increases in online learning. 2. Continue working in improvements in working with Slate in office of admissions. 3. Made better progress in prior years; continue to work on this goal.	1. Coordinating with University-wide recruitment efforts. 2. Staff turnover in office of admissions. 3. Staff and faculty changes.	

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3. Highlands University will achieve a vibrant campus life.	1. Strengthen and institutionalize use of ZOOM to connect student-related activities across SSW sites.	1. Request zoom access for student-related activities (including student orientations).	1. Documentable increased access to students at all SSW locations to student-related activities.	1. Coordinators of activities; SSS; Prog. Coords.	1. FY18	1. May, 2018
	2. Campus Centers will develop an approach for	2. Center staff to meet to develop system and plan to spend campus life monies.	2. Campus life monies are drawn down for benefit of students.	2. Center staff; SSS; faculty sponsors of student activity.	2. FY19	2. May, 2019

	<p>how best to expend campus life monies.</p> <p>3. Student SW Associations (i.e. UGSWA) will be encouraged to be active.</p> <p>4. The School will explore ways to better support students who travel from a distance to Las Vegas campus.</p>	<p>3.Support existing student associations; encourage development of new ones; encourage communication between students at different sites.</p> <p>4.Provide lodging and meal allowances for students who commute from Taos and Colo.</p>	<p>3.Increased organization by students for students.</p> <p>4.Taos/Colo students will have lodging and meal expenses covered.</p>	<p>3.Students; faculty sponsors of student groups; faculty; SSS</p> <p>4.Grad admissions coord.</p>	<p>3.FY20</p> <p>4.FY18</p>	<p>3.May, 2020</p> <p>4.Aug., 2018</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
UNIT GOALS/ACTIONS						
1.Achieved	1.May, 2019 and ongoing	1.Increase number of zoom sessions originating out of main campus.	1.Occasional technological difficulties.	NO		
2. Achieved (partial)	2. May, 2019	2. Focus on Santa Fe and Roswell Centers in upcoming years.	2. Requires man/woman power, time and effort.			
4.Achieved	4.August, 2018	4. Continue	4. None			
<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>			
1. Achieved	1. May, 2019	1. Continue to become informed of best practices on the use of Zoom.	1. Some students still prefer face-to-face contact.			
2. Achieved	2. May, 2020	2. Address student complaints regarding use of campus life fees	2. Student complaints regarding use of campus life fees			
3. Partially achieved	3. Fall, 2020	3. Continue with this goal; interrupted by Covid	3. Onset of pandemic; how to implement at all locations			
4. Achieved	4. August, 2018	4. Continue to support students who reside at a distance.	4. How to address this need at all program locations.			

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<p>4. Highlands University will be a community partner.</p>	<p>1. The Field Education program will work collaboratively with community partners to provide opportunities for student learning.</p>	<p>1.a. Increase the number of approved practicum sites.</p>	<p>1a. Set benchmark to increase available field placement sites.</p>	<p>1a. Field Director, Field Coordinator, Field Advisory Comm.</p>	<p>1.a. FY19 and ongoing</p>	<p>1.a. May, 2019</p>
		<p>b. All SSW sites will use IPT as a uniform method for managing field practicum information.</p>	<p>b. All sites will be trained in and will utilize IPT.</p>	<p>b. Field Director; Field Coordinator; Field admins.</p>	<p>b. FY20</p>	<p>b. May, 2020</p>
		<p>c. Field vacancies will be filled to ensure that the field department effectively meets its goals.</p>	<p>c. All Field vacancies will be filled.</p>	<p>c. Field Director, site specific Field Coordinator, Hiring Committee, HR</p>	<p>c. FY19</p>	<p>c. May, 2019</p>
		<p>2. A Community Advisory Board will be (re)established.</p>	<p>2.a. Develop and maintain Community Advisory Board for the School of Social Work (all sites), to include recruitment of new members, creation of a new leadership structure, and establishment of policies and procedures.</p>	<p>2.a. Community Advisory Board members will be identified.</p>	<p>2.a. Dean; faculty; field staff</p>	<p>2.a. FY21</p>
		<p>b. Incorporate the field advisory committee into the larger Community Advisory Board.</p>	<p>b. Invite members of field advisory committee to join larger Community Adv. Board</p>	<p>b. Field staff; Members of Field Advisory Committee.</p>	<p>b. FY21</p>	<p>b. May, 2021</p>
		<p>3. The School will increase educational and community partnerships.</p>	<p>3.a. Increase partnerships with CNM, UNM, and other educational institutions to enhance access to resources.</p>	<p>3a. By end of FY 18-19 meeting will be conducted with a minimum of 2 other institutions to discuss sharing of resources.</p>	<p>3a. Dean, Social Work Student Support Specialist, Field Director, BSW/MSW Coordinators</p>	<p>3.a. FY19</p>
		<p>b. Increase community partnerships to meet the</p>				<p>b. May, 2022</p>

	<p>4. The Continuing Education program will expand.</p>	<p>unique workforce needs of our communities.</p> <p>c. Faculty and students will engage in community involvement efforts. (existing educational partnerships (such as Adolescent Hlth and Development project with UNM and Native American Social Work Studies Institute)</p> <p>4.a. Continuing Education will widen its reach to include use of Zoom technology; add staff positions.</p> <p>b. Create a marketing strategy that is responsive to the learning needs of the community, to include a survey.</p> <p>c. SSW faculty members will increase representation in continuing ed presentations.</p>	<p>b. Administer survey to community partners to identify workforce needs at all sites.</p> <p>c. Meet with a minimum of 1 community partner per social work site (total of 5). -Identify a faculty member to support SLAD efforts. -Announce/post civic engagement opportunities monthly for students. -Support SW Student Association</p> <p>4.a. Set up plan for Continuing Education opportunities online. - Online CEU opportunities to be available.</p> <p>b. Survey to be administered. Use survey to inform CEU opportunities for FY20.</p> <p>c. SSW faculty will represent 10% of the</p>	<p>b. Dean Duran, Field Director, Field Coordinators, Site Directors</p> <p>c. Dean, Field Director, Field Coordinators, Site Directors</p> <p>-Dean Duran, Faculty member</p> <p>-faculty members, students; librarian</p> <p>-faculty contact for student groups, students, Dean, faculty members</p> <p>4.a. CEU Coord, Dean, IT Department</p> <p>b. CEU Coord, SSW Faculty</p> <p>c. CEU Coord; Dean, Prog.</p>	<p>b. FY22</p> <p>c. FY19</p> <p>4.a.FY22</p> <p>b. FY19</p> <p>c. FY21</p>	<p>c. May, 2019</p> <p>4.a.May, 2022</p> <p>b. May, 2019</p> <p>c. May, 2021</p>
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		<p>d. Restore the integrity of the substance abuse conference.</p> <p>5. Create and conduct alumni survey.</p>	<p>presenters for continuing ed.</p> <p>d. Hold meeting with stakeholders to discuss reinstating the substance abuse conference by Dec. 2018.</p> <p>5. Complete Alumni Survey by end of FY 18-19. Administer survey at start of Fall 2019 semester.</p>	<p>Coordinators, faculty.</p> <p>d. Dean, faculty, students, community partners.</p> <p>5. Faculty; Dean; SSS</p>	<p>d. FY21</p> <p>5. FY19</p>	<p>d. May, 2021</p> <p>5. May, 2019</p>
	5. The School will strengthen alumni relationships.					
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
UNIT GOALS/ACTIONS						
1.Achieved	1.May, 2019 and ongoing	1.Use ITP to provide useable data for measurement of this goal		1.Field education personnel did not stabilize until spring, 2019.		YES
1.c.: Achieved	1.c.: February, 2018	1.c.: Continue to assess personnel needs in field education.		1.c.: Hiring process and identifying qualified applicants.		
3.a.: Achieved (partially)	3.a.: May, 2019 and ongoing	3.a.: Integrate efforts of newly hired positions: Dir. of Online Learning and Metro Manager in developing partnerships		3.a.: Time constraints among faculty/staff.		
4.b.: Stop	4.b.: Not completed.	4.b.: Consult with Coord. of Continuing Ed. more frequently.		4.b.: Continuing Ed. Coordinator is .25 FTE.		
<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>	<u>Progress as of 12/2020</u>		<u>Progress as of 12/2020</u>		
1. Achieved	1. May, 2019	1. Develop new goals related to digitizing all field education forms.		1. Efforts to recoup final fees from University budget.		
2. Not achieved	2. Dec, 2020	2. Re-evaluate need for this goal (not required by CSWE)		2. Established need for this goal unclear.		

3. Partially achieved	3. Dec, 2020	3. Continue with this goal; new partnerships dependent on external contingencies	3. New partnerships contingent on external factors outside of the School's control.
4. Achieved	4. Dec, 2020	4. Continue with this goal; modify goal given rise in new technologies.	4. Challenges minimized by revenue generated by CEU participant fees; diversity of presenters remains a challenge.
5. Not achieved	5. Dec, 2020	5. Continue with this goal; did make some progress involving relationship building with the foundation office.	5. Becomes a lower priority given other goals with more urgent needs.

Strategic Goals for 2020 Planning for FY18-FY22	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. The School will develop a plan for delivery of online courses, in the context of overall readiness of NMHU to increase online offerings.	1. Identify faculty interested in delivering courses online. -Form a committee -Develop baseline data regarding modes of delivery for online courses. Develop a plan -disseminate plan for wider review and comment	1.Written document. -Have an approved curriculum delivery plan by May, 2019 for online courses.	1.MSW Coord (Dr. Coggins) will lead the effort on development of online plan. Dean and other faculty members with online expertise and interest to contribute.	1. FY19	1.May, 2019
	2.The School will continue to offer and increase online synchronous and asynchronous electives accessible to students at all sites.	2. Identify courses -Identify modes of delivery	2.Online courses offered and indicated in schedule on banner.	2. Dean; faculty; Prog. Coords.	2. FY19	2. Dec., 2018
	3. Faculty and staff of the School will receive more training and orientation regarding use of IT in general.	3. Identify technological needs for various forms of delivery -	3.Faculty and staff will have increased knowledge and skills.	3.Dean; IT; CTE	3.FY19	3.May, 2019
					4.FY19	4.Dec., 2018

	<p>4.The School will pilot the offering of core social work classes as online asynchronous and/or blended.</p> <p>5. The School of Social Work will improve technological readiness for online delivery of courses.</p> <p>6. The School will develop distance strategies for use in field practicum education.</p> <p>7. The School will increase the use of synchronous and asynchronous online approaches to providing student support.</p> <p>8. Roswell MSW program will incorporate new ways of utilizing technology to maintain and/or increase enrollment.</p>	<p>4. Identify appropriate classes.</p> <p>5. Will identify training needs.</p> <p>6. Will identify uses of technology in field ed.</p> <p>7. Will learn from existing student services that utilize technology.</p> <p>8. Roswell program may serve as testing ground for developing online program.</p>	<p>4. Increase in onlins syn and asyn classes offered and indicated in schedule on banner.</p> <p>5. School will have increased knowledge and preparation.</p> <p>6. Field practicum constituencies will receive services via use of technology. - Have an approved online field education plan by December 2018</p> <p>7. SW students will receive student support services via technology.</p> <p>8. Written plan outlining short-term and long-term goals for Roswell.</p>	<p>4. Dean; Prog. Coords; Faculty</p> <p>5. IT/CTE (Univ); Dean; faculty</p> <p>6. IT/CTE; Field staff; field admins</p> <p>7. Dean; SSS; Prog. Coords.</p> <p>8. Dean; MSW Prog. Coord; faculty; Roswell faculty</p>	<p>5. FY21</p> <p>6. FY21</p> <p>7. FY20</p> <p>8. FY20</p>	<p>5. May, 2021</p> <p>6. May, 2021</p> <p>7. May, 2020</p> <p>8. May, 2020</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>UNIT GOALS/ACTIONS</p> <p>1.Ongoing</p>	<p>1.Ongoing</p>	<p>1.High priority task; work with newly hired Dir. of Online Learning</p>	<p>1.Reaccreditation work was priority; newly hire Dir. of Online Learning came on board in</p>	<p>YES</p>		

<p>2. Achieved</p> <p>3. Achieved</p> <p>4. Achieved</p>	<p>2. August, 2018</p> <p>3. May, 2019 and ongoing</p> <p>4. August, 2018, and ongoing</p>	<p>2. Integrate this goals with overall develop of online MSW program</p> <p>3. Utilize new online staff such as instructional designers, Dir. of Online Learning, etc.</p> <p>4. Continue.</p>	<p>spring, 2019.</p> <p>2. Time constraints; reaccreditation a priority</p> <p>3. Same as #2.</p> <p>4. Striking a balance on course schedule between online and face-to-face.</p>	
<p><u>Progress as of 12/2020</u></p> <p>1. Achieved</p> <p>2. Achieved</p> <p>3. Achieved</p> <p>4. Achieved</p> <p>5. Mostly achieved</p> <p>6. Achieved</p> <p>7. Partially achieved</p> <p>8. Achieved</p>	<p><u>Progress as of 12/2020</u></p> <p>1. Fall, 2020</p> <p>2. August, 2018; Dec. 2020</p> <p>3. May 2019; Dec. 2020</p> <p>4. August, 2018; Dec. 2020</p> <p>5. Dec., 2020</p> <p>6. Dec., 2020</p> <p>7. Dec., 2020</p> <p>8. Summer, 2020</p>	<p><u>Progress as of 12/2020</u></p> <p>1. Implement Online MSW Program in fall, 2021.</p> <p>2. Continue to expand syn/asyn offerings in BSW and MSW program.</p> <p>3. Continue to strengthen training of faculty.</p> <p>4. Covid pushed the program into achieving this goal; continue to integrate syn/asyn courses into program in ongoing manner.</p> <p>5. Have worked well with IT dept; started to work more closely with Dir. of Online Learning; continue with this trend.</p> <p>6. Continue with this goal; add on need to digitize field education forms.</p> <p>7. Covid pushed the School to actively address this goal; continue to refine and improve on this goal.</p> <p>8. Roswell program closed in summer, 2020; need to identify an advisor who is based in Roswell and can assist students.</p>	<p><u>Progress as of 12/2020</u></p> <p>1. Identifying and addressing training needs; identifying appropriate faculty; coordination of complex project.</p> <p>2. Admin structure to implement complex scheduling.</p> <p>3. Coordination of training over several program locations.</p> <p>4. Training the scores of per-course instructors; maintaining high standards in classroom.</p> <p>5. Coordination across several program locations.</p> <p>6. Coordination of a high-volume and complex system (field education).</p> <p>7. Training of field personnel.</p> <p>8. N/A</p>	

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>6. Highlands University will achieve enhanced communication and efficiency.</p>	<p>1.The School will continue to use Zoom technology for faculty/staff meetings and committee meetings.</p>	<p>1.Continue with current practices.</p>	<p>1.Documented in meetings minutes.</p>	<p>1.Dean; Prog.Coords; admins</p>	<p>1.FY18</p>	<p>1.May, 2018</p>
	<p>2. Share Point will become a primary source of organization of School documents, including course syllabi and meeting minutes.</p>	<p>2. Develop expertise and knowledge base in share point.</p>	<p>2. Establishment of share point folders for SSW.</p>	<p>2. ABQ Librarian</p>	<p>2.FY19</p>	<p>2. Dec., 2018</p>
	<p>3. Faculty and staff will receive training from IT in use of Share Point and One Drive.</p>	<p>3.Contact IT staff for training.</p>	<p>3.Facuty and staff will have expertise in share point and one drive.</p>	<p>3.Dean; ABQ Librarian</p>	<p>3.FY19</p>	<p>3.Dec., 2018</p>
	<p>4.School administration, faculty and staff will make periodic visits across sites to ensure uniform implementation of policy and to strengthen the connection between School locations.</p>	<p>4.Identify faculty and staff who will travel between locations.</p>	<p>4.Locations will have received visits from faculty/staff at other sites.</p>	<p>4.Prog. Coords; Field staff; Dean; faculty</p>	<p>4.FY19</p>	<p>4.Dec., 2018</p>
	<p>5. The School will develop an organizational chart that accurately reflects current structure of the organization.</p>	<p>5.Look at existing org charts; develop draft of new chart; distribute for feedback.</p>	<p>5.New org. chart.</p>	<p>5. Leadership and Admin faculty; Dean; faculty and staff.</p>	<p>5.FY19</p>	<p>5.May, 2019</p>
	<p>6. The School will increase use of social media to increase visibility and to expand methods of communication with wider SSW community.</p>	<p>6. Reactivate FVSSW Facebook page.</p>	<p>6.Active FB page.</p>	<p>6. ABQ librarian</p>	<p>6.FY18</p>	<p>6.Aug., 2018</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>UNIT GOALS/ACTIONS:</p>						

1.Achieved	1.May, 2019	1.Continue as-is.	1.Ensuring all faculty and staff have adequate Zoom training.	NO
3. Achieved (partial)	3.May, 2019	3.All faculty, rather than some, should receive training.	3.Scheduling time for training; less of a priority	
4.Achieved (partial)	4.May, 2019	4. More visits to Farmington, in particular, is needed.	4. Time constraints.	
5.Ongoing	5.Ongoing	5.Org. Chart should also meet needs of CSWE self-study	5.None	
6.Achieved	6.May, 2019	6. Continue to use of FB page for promotion of activities and events in School of Social Work	6.None	
Progress as of 12/2020	Progress as of 12/2020	Progress as of 12/2020	Progress as of 12/2020	
1. Achieved	1. May, 2019	1. Integrate as routine practice.	1. N/A	
2. Partially achieved	2. Dec., 2020	2. Actively pursuing faculty/staff training for organization of course syllabi.	2. Lack of time.	
3. Partially achieved	3. Dec 2020	3. Training on one drive is sufficient; share point remains a need.	3. Faculty comfort level with using cloud products.	
4. Partially achieved	4. Dec., 2020	4. Continue with this goal.	4. Interrupted by Covid.	
5. Achieved	5. Dec., 2020	5. Update, as needed.	5. N/A	
6. Achieved	6. Dec., 2020	6. Continue with use of School FB page.	6. Moved responsibility to Las Vegas staff.	