

**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:** Counseling Department

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Strategic Goals for 2020 Planning for FY19-FY21	Unit Goals	Unit Actions/Strategies	Measurable Outcome(s)/	Person(s) Responsible	Indicators and Time Frame for Assessment	Date(s) for Review
<b>1. Highlands University will achieve academic excellence, academic integration and student success.</b>	1. Systematic evaluation	1. Add assessments to measure student learning outcomes at early and midpoints of program. 2. Collect student learning outcomes data using an electronic system, i.e. VIA using rubrics for KPI's (Key Performance Indicators). 3. Collect program data through surveys of students during program, at the completion of program, and from employers. Convert Survey Monkey surveys to internal system – Microsoft survey app. 4. Collect data on licensure/certification of program graduates 5. Evaluate rubrics that are being piloted	1. University Outcomes Assessment Reports 2. SOE Assessment Plan 3. Counseling Assessment Plan following CACREP requirements	1. Chair 2. Fulltime Faculty 3. Term Faculty 4. Adjunct Faculty (if involved with courses identified in assessment plan)	1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment  Implementing VIA Watermark program for data collection and assessment.	Ongoing <b>Est. implementation dates: Fall &amp; Spring AY 20-21</b>
	2. Provide specialization opportunities for students	1. Launch Addictions Certificate 2. Explore additional Certificates (i.e. MFT,	1. Approved Certificates in identified areas 2. Identified target enrollment for each	1. Point faculty for each emphasis 2. Chair 3. AAC	1. Loop Closing (Addictions Cert) 2. Dialogue on	<b>On hold</b> until CACREP achieved

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		Trauma, Experiential, Rehabilitation/ Disabilities Studies, College and Career)	Certificate		Results	
	3. Provide student research opportunities	<ol style="list-style-type: none"> <li>1. Identify key research projects for each CBA faculty and support faculty in involving student participation</li> <li>2. Seek funding to provide travel monies for students to attend professional conferences.</li> <li>3. Pursue opportunities in which students can co-present with a faculty, or present independently at local, state, and national conferences.</li> <li>4. Independent studies designed for faculty-student co-research projects.</li> <li>5. Promote Faculty/Student Research Day</li> </ol>	<ol style="list-style-type: none"> <li>1. One item from the following possibilities each year.                             <ol style="list-style-type: none"> <li>A. Article co-written by student(s)</li> <li>B. Conference attended by student(s)</li> <li>C. Presentation by faculty &amp; student(s)</li> <li>D. Presentation by student(s)</li> </ol> </li> </ol>	1. Fulltime Faculty	<ol style="list-style-type: none"> <li>1. Encourage publishable papers in conjunction with new course: COUN 6280 Research and Program Evaluation</li> </ol>	Ongoing: Fall each year
	4. Job Placement	<ol style="list-style-type: none"> <li>1. Explore ways to network with local, State, and national behavioral health agencies and public schools.</li> <li>2. Team with Career Services to research, solicit and post job opportunities to Counseling Department page of NMHU Website regularly.</li> </ol>	1. Continually updated directory of job opportunities	<ol style="list-style-type: none"> <li>1. Fulltime faculty</li> <li>2. Administrative assistant to Counseling Dept</li> <li>3. Clinical Experiences Coordinator (starting Fall 2019)</li> </ol>	<ol style="list-style-type: none"> <li>1. Loop Closing</li> <li>2. Improvement of Learning</li> <li>3. Dialogue on Results</li> <li>4. Participation in Program Assessment</li> </ol> <p><b>Est. completion date: Ongoing</b></p>	<ol style="list-style-type: none"> <li>1. Initial: 11/15/16</li> <li>2. Midpoint: 12/7/16</li> <li>3. Ongoing as information is received</li> </ol>

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	5. Insure quality of per course faculty	1. Implement new evaluation system 2. Review syllabi 3. Review Vitae/Resumes	1. Observations of all per course faculty	1. Chair 2. Full-time faculty	1. Improvement of Learning 2. Dialogue on Results	<b>Process in place</b> <b>Ongoing</b>
	6. Convert term faculty position to Tenure-Track and fill	1. Request conversion 2. Post and complete search	1. Faculty	1. Chair		SP 2020
	7. Fill Tenure-Track position	1. Post and complete search	1. Faculty	1. Chair 2. Full-time faculty		SP 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>
1. Ongoing	Annual report (Fall)	Continuous collection of data with annual reports to Department in the Fall Training faculty, students and site supervisors in use of VIA		Piloting VIA Watermark		No
2. Stop (defer to after CACREP)						Defer
3. Ongoing	Publications	Encourage students to write publishable papers and submit to journals with Faculty especially in COUN 628 Research. Encourage students to present alone and with faculty.		Funding for students to attend conferences (encourage application to Student Senate)		No
4. Ongoing	Webpage for student networking	Contact Career Services to advertise rather than trying to add to Counseling website pages. Proposed clinical faculty network with sites. Part-time Administrative Assistant has Webpage expertise.		Time to devote to website		<b>YES</b> Budget requirement to have Administrative Assistant Fulltime for Counseling
5. Achieved/Ongoing	Data	Share observations between full-time faculty		No student evaluations are being collected at this time. Weekend observations		No
<b>2. Highlands University will achieve strategic enrollment management.</b>	1. CACREP Accreditation	1. Write addendum 2. Prepare for site visit 3. Participate in site visit	1. Achieve accreditation 2. Continuation for Rehabilitation	1. Faculty	1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results	1. Self-Study has been reviewed and an addendum

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			3. New accreditation for CMHC, Clinical Rehab, and School		4. Participation in Program Assessment <b>Addendum FA '19</b>	requested. Due by 11/4/2019. 2. Once self-study is accepted, approximately 18 months until possible site visit
2. Marketing	1. CACREP accreditation creates opportunity for national marketing to bring students to Las Vegas Campus 3. Brochures 4. Website 5. Sign on a bus 6. Billboards	1. NMHU Counseling Program recognized statewide 2. NMHU Counseling Program recognized nationwide	1. Faculty 2. Enrollment Management 3. University Relations	1. Loop Closing 2. Dialogue on Results	<b>Ongoing</b>	
3. Recruitment	1. Devise and implement recruitment plan for International students to Las Vegas Campus 2. Set caps and stabilize Rio Rancho Center 3. Set targets for Santa Fe and Farmington Centers 4. Market fully online, 48-credit Rehabilitation Counseling Concentration	1. Targets: Las Vegas - 75 students with 3 fulltime faculty Rio Rancho – 90 students with 4 fulltime faculty Farmington – 60 students with 2 fulltime faculty Santa Fe – 60 students with 2 fulltime faculty Online 48-credit Rehabilitation Concentration – 90 students with 4 fulltime faculty 2. Increase faculty to keep up with targets and meet CACREP requirements for student/faculty ratios (20 FTE/1)	1. Chair 2. Faculty 3. Enrollment Management 4. University Relations	1. Loop Closing 2. Dialogue on Results  <b>Targets to grow program by 175 students over the three years following accreditation. Requires faculty increase from 8-15.</b>	1. CACREP self-study SP 2019 2. Push to grow after Accreditation; target, Summer 2020	

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1. Ongoing	Addendum FA 2019	Once self-study is submitted, assessment and data-gathering must become consistent, ongoing and thorough. A departmental annual review of every individual student is expected along with program evaluation.		Time Compiling evidence Administration of the documentation		<b>YES</b> Budget requirement to have Administrative Assistant Fulltime for Counseling, Release time for CACREP Liaison & Chair
2. Concentrate on Website	Website needs to be revised – Spring 2020 target	General marketing. Focus on website. Once CACREP Accredited, develop a wider marketing program. Essential for accreditation that we have a face to the world.		Time and website expertise Need the full-time Admin Asst.		<b>YES</b> Budget requirement to have Administrative Assistant Fulltime for Counseling Release time for CACREP Liaison & Chair
4. Ongoing	FA 2017	As with marketing, significant recruitment needs to wait until after CACREP Accreditation is likely to be confirmed		Balancing the addition of students with the addition of faculty		<b>YES</b> Budget requirement to have Administrative Assistant Fulltime for Counseling Release time for CACREP Liaison & Chair
<b>3. Highlands University will achieve a vibrant campus life.</b>	1. Professional Associations for students	1. Reinstate COSA 2. Add ARCA 3. Add Chi Sigma Iota (CSI)	1. Membership in organizations	1. Faculty 2. GA's	1. Dialogue on Results 2. Participation in Program	Review Fall

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				3. Administrative assistant to Counseling Dept	Assessment	
	2. Cohort meetings	1. Schedule semester meetings	1. Cohort meetings	1. Faculty 2. GA's 3. Administrative assistant to Counseling Dept 4. Clinical Experiences Coordinator (starting Fall 2019)	1. Dialogue on Results 2. Participation in Program Assessment	Review Fall
	3. Alumni functions with current students	1. Develop alumni list and schedule semester meetings	1. Alumni functions	1. Faculty 2. GA's 3. Administrative assistant to Counseling Dept 4. Clinical Experiences Coordinator (starting Fall 2019)	1. Dialogue on Results 2. Participation in Program Assessment	Review Fall
<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>
1. Stop	Defer to after CACREP	Continue Orientation meetings in Rio Rancho		National honors society for counseling is tied to CACREP membership		No
2. Ongoing	Fall & Spring	Schedule orientation meetings/gatherings for Las Vegas		Current .5 Administrative Assistant needs to be increased to fulltime		<b>YES</b> Budget requirement to have Administrative Assistant Fulltime for Counseling <b>Release time for CACREP Liaison &amp; Chair</b>

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3. Ongoing	Fall	Create and require review of online Orientation for distance students		Current .5 Administrative Assistant needs to be increased to fulltime	<b>YES</b> Budget requirement to have Administrative Assistant Fulltime for Counseling <b>Release time for CACREP Liaison &amp; Chair</b>	
4. <i>Highlands University will be a community partner.</i>	1. Establish consistent and monitored system for Practicum & Internship placement	1.Hire two clinical faculty 2.Rank Field Site Placements based on a set criteria and student evaluations 3.Establish formal relationships with key field sites to ensure placement of students in high quality training sites	1. Handbook of procedures for field placement 2.Standardize forms 3.MOU's in place with districts and agencies 4.Clinical staff – liaisons (RR, LV, SF, FM)	1. Chair 2. Clinical staff 3. Faculty	1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment  <b>Est. completion date: Ongoing</b>	Fall and Spring Annual Outcomes Assessment
	2. Develop Counseling Training Centers at all sites	1.Secure needed space and equipment in SF, RR and Farmington 2.Secure funding	1. Exploratory reports on feasibility 2. Identified grant opportunities 3. University support	1. Faculty 2. Clinical Staff	1. Dialogue on Results  <b>This is a 3-year process with only the planning portion identified here.</b>	On hold until CACREP achieved
	3. Continuing education opportunities for licensed and certified clinicians	1.Offer weekend workshops during the intersession and summer 2.Insure approved provider status with the state licensing boards to offer CEU trainings	1. Exploratory reports on feasibility 3. University support	1. Faculty 2.Center Directors 3.Clinical Experiences Coordinator (starting SP 2020)	1. Dialogue on Results	Defer to post CACREP

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	4. Partner with school districts to increase training opportunities for professional school counselors, and support school counselors in implementing appropriate professional school counselor functions	1. Meet with Districts 2. Explore co-writing grant opportunities 3. Professional Development swapping	1. Secured funds for training 2. Cohort programs in place	1. School Counseling Faculty 2. Full-time faculty 3. SOE Dean 4. Clinical Experiences Coordinator (starting Fall 2019)	1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment  <b>Est. completion date: Ongoing</b>	Ongoing: Fall each year
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
1. Ongoing	Falls	Clinical faculty for supervision and monitoring of field placements continues to be a need. CACREP requires significant levels of monitoring and specific training for students and support for site supervisors.	Funding Finding a candidate	<b>YES</b> Budget requirement to fill the clinical coordinator staff position.		
2. Stop	Defer until after 2020	Counseling training centers require significant planning and initial start-up funding. Collaborate with Social Work and Psychology.	Location Coordinator	Defer Very large budget item		
3. Evaluate	Presentations by faculty a couple times a year	Training of current licensed clinicians could be a source of income for a variety of activities. Promote faculty/student interactions Use ZOOM as a modality	Coordinating with Social Work who currently does workshops	Defer		
4. Ongoing		RR School Counseling faculty has taken the lead and is developing strong relationships with RR & ABQ Public Schools.	Need to broaden this to all sites	No		

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<p><b>5. Highlands University will achieve technological advancement and innovation.</b></p>	<p>1. Training of all faculty (CBA, Term, and per course) in learning platform (currently BrightSpace) 2. VIA data collection from field placements and rubrics (KPI's) 3. Upgraded equipment for ZOOM teaching</p>	<p>1. Work with IT 2. Work with Center for Teaching Excellence 3. Equipment</p>	<p>1. Established training policy 2. Recording system to monitor completion of training</p>	<p>1. Chair 2. Faculty 3. IT 4. Center for Teaching Excellence</p>	<p>1. Loop Closing 2. Improvement of Learning 3. Dialogue on Results 4. Participation in Program Assessment</p> <p><b>Est. completion date: Ongoing</b></p>	<p>Ongoing: Fall each year</p>
<p><b>Action Status w/Description (Achieved, Ongoing, Stop)</b></p>	<p><b>Completion Date(s)</b></p>	<p><b>Recommendation(s)</b></p>		<p><b>Challenge(s)</b></p>		<p><b>Budget Consideration (Yes / No)</b></p>
<p>1. Ongoing</p>	<p>Ongoing, but initial use of system up and running by midterm Fall 2019</p>	<p>Training Equipment Review and determine what upgrades are needed for online/distance teaching</p>		<p>Complications with equipment, supervision, and procedure A lot of changes to incorporate in a short period of time</p>		<p><b>Yes</b> Equipment for LV Lab and teaching faculty</p>
<p><b>6. Highlands University will achieve enhanced communication and efficiency.</b></p>	<p>1. Implement Electronic Signatures to decrease the processing time for required student documents (Programs of Study, Course Substitution Form, etc.), as well as required faculty documents (course schedules, leave forms, book orders, etc.)</p>	<p>1. Implement an internal system for Counseling Department</p>	<p>1. Electronic signature capacity</p>	<p>1. Administration Assistant 2. Chair</p>	<p>1. Loop Closing 2. Dialogue on Results</p>	<p>1. Initial: Spring 2020</p> <p>We can review progress, but this is an administrative task.</p>
	<p>2. Enhanced website</p>	<p>1. Develop website information to communicate with current and prospective students</p>	<p>1. Website pages which are interactive, informative, and useful to incoming students, current students, and faculty</p>	<p>1. Point faculty 2. Chair 3. University Relations</p>	<p>1. Loop Closing 2. Dialogue on Results</p>	<p>Ongoing</p>

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Ongoing	SP 2020	Figure out an internal system for Counseling Dept	Time for Administrative Asst to work on	No

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