

Objective	Action Step	Specific Action	Responsible Party	Target Start Date	Completion/ Revisit Date	Measurable Outcomes	Resources
Objective 1: Coordinate and synchronize retention efforts	1A: A Identify an Administrative Office Charged with Overseeing Enrollment Management, including Retention Efforts	Identify or create an appropriate office headed by an administrator with sufficient authority to oversee the implementation of this plan	President Minner and Provost Aguilar	Spring 2016	Completed January 2016	Established Office of the VP for Strategic Enrollment Management	New position created with administrative support
	1B: Institutionalize the Retention Advisory Council	Develop a retention advisory council with official recognition, an established membership, an official charge, and written procedures	Office of the VP for Strategic Enrollment Management	Spring 2016	Completed February 2016	Council formalized	Staff and faculty time
	1C: Develop and Adopt a Retention Plan	Complete the development and adoption of a university-wide retention plan. Continuously assess progress towards retention plan goals	Office of the VP for Strategic Enrollment Management, Retention Advisory Council, Faculty, Staff, and Student Senate	Spring 2016	April 2016	A well-developed and university-wide endorsed plan	Staff and faculty time
	1D: Develop and publicize clear, measurable benchmarks for retention efforts	These are included in the Retention Plan	Retention Advisory Council	Spring 2016	March 2016, Ongoing		
Objective 2: Increase opportunities for student academic integration	2A: Implement and evaluate an evidence-based First-Year Experience Learning Communities program	Continually evaluate and improve the approved plan.	Coordinator of Academic Enrichment, FYE Advisory Council, OIER	Spring 2016	Every Winter Break and Summer	<ul style="list-style-type: none"> • 95% freshmen participation • 80% freshmen pass LC class • 80% freshmen retained • 80% LC faculty teach LC again 	FYE Coordinator and OIER Time

Objective 2: Increase opportunities for student academic integration (cont'd)	3.A. Increase Students' Self-Report of Academic Integration	Increase in the mean score on the academic integration questions on the FYE survey	FYE Advisory Committee, OIER, Coordinator of Academic Enrichment	Ongoing	Spring 2017	Increase from a baseline mean score of 3.8 to a mean score of 4.0 by spring 2017.	
	2B: Improve Advisement	Develop and endorse an NMHU Advising Policies and Procedures Manual document	Faculty Senate, Student Affairs Committee, and advising staff	Spring 2016	May 2016		
	2B: Improve Advisement (cont'd)	Clarify through email instructions the current system for the assignment of advisors in Banner	VPAA, OIER	Spring 2016	August 2016 May 2017	<ul style="list-style-type: none"> • 90% of Faculty advisors listed in Banner • 95% of faculty advisors are correct 	
	2B: Improve Advisement (cont'd)	Ensure office hours are updated in Banner	Deans, VPAA, faculty	Spring 2016	August 2016 May 2017	<ul style="list-style-type: none"> • 90% of faculty update office hr. • 95% of faculty update office hr. 	
		Continue the dynamic messaging system that informs students of the name and contact information of their advisor whenever they log onto Banner and D2L	ITS, EOS	Spring 2016			
		Develop procedures to ensure students declare a major no later than their sophomore year or participate in career exploration	University Studies Advisor, Academic Enrichment Coordinator, Career Services Director	Spring 2016			
	Enhance efforts to support University Studies students	VPAA, University Studies Advisor,	Spring 2016				

Objective 2: Increase opportunities for student academic integration (cont'd)	2B: Improve Advisement (cont'd)		Academic Enrichment Coordinator				
		Develop four-year degree plan road maps for each major and loaded into the Degree Audit system	VPAA, Deans, Department Chairs	Spring 2017	Fall 2017 Fall 2018 Fall 2020	<ul style="list-style-type: none"> • 50% of majors will have road maps • 75% of majors will have road maps 95% of majors will have road maps 	Faculty time
		Create specific avenues of communication between faculty and student support staff, as identified in the Advising Manual	Student Affairs Committee & Advising Staff	Spring 2016	Ongoing, Fall 2017	•	Staff and Faculty time
		Explore course scheduling software and coordinate and plan university-wide course offerings and scheduling to optimize students' ability to plan ahead and create schedules conducive to graduating within four years and take into account articulation agreements for transfer students	VPAA, Deans, Registrar	Spring 2016	Fall 2017 Fall 2018 Fall 2020	<ul style="list-style-type: none"> • 50% of courses will be scheduled using scheduling software • 75% of courses will be scheduled using scheduling software <p>100% of courses will be scheduled using scheduling software</p>	Scheduling Software

Objective 2: Increase opportunities for student academic integration (cont'd)	2B: Improve Advisement (cont'd)	Increase communication with faculty and students about summer orientations in order to increase involvement	Director of Academic Support, Director of Recruitment	Spring 2017	Fall 2018	<ul style="list-style-type: none"> Office of Academic Support will have created long-term orientation schedule based on academic calendar and shared with faculty 	Staff time
		Require all students to document advisement in Degree Audit with an advisor prior to class registration	VPAA, Faculty Senate	Spring 2017	Fall 2017 Fall 2018 Fall 2020	<ul style="list-style-type: none"> 50% of student and adviser document advisement in Degree Audit 75% of student and adviser document advisement in Degree Audit 95% of student and adviser document advisement in Degree Audit 	Faculty and Student time
		Require faculty advisor approval for change of major	Registrar, Faculty Senate	Summer 2017	Fall 2017 Fall 2018 Fall 2020	<ul style="list-style-type: none"> 50% of faculty approve change in major 75% of faculty approve change in major 95% of faculty approve change in major 	

Objective 2: Increase opportunities for student academic integration (cont'd)	2B: Improve Advisement (cont'd)	Provide regular faculty training in university technology (Degree Audit, Desire2Learn, Self-Service Banner, Outlook, Lync, SharePoint, etc.)	EOS, CTE, Deans, Chairs, VPAA, Faculty	Ongoing	Fall 2016 Fall 2017 Fall 2018 Fall 2019 Fall 2020	<ul style="list-style-type: none"> • 50% of Faculty attend a training • 60% of Faculty attend a training • 70% of Faculty attend a training • 80% of Faculty attend a training • 90% of Faculty attend a training 		
	2C: Consider Implementation of a Summer Bridge Program	Evaluate possibilities during 2016-2017 academic year.	FYE Advisory Committee, OIER, Coordinator of Academic Enrichment	Summer 2017		•		
	Objective 3: Increase Opportunities for Students to Achieve Social Integration	3.A. Increase Students' Self-Report of Social Integration	Increase in the mean score on the social integration questions on the FYE survey	FYE Advisory Committee, OIER, Coordinator of Academic Enrichment	Ongoing	Spring 2017	Increase from a baseline mean score of 3.7 to a mean score of 4.0 by spring 2017.	
		3A: Identify Areas for Improvement	Work with Student Senate to survey students regarding satisfaction with housing, meal plans, and extra-curricular activities and identify areas for improvement	Office of Campus Life, Student Senate, survey support from OIER	Spring 2017	Fall 2017	Completed Student Satisfaction Survey	Staff time

Objective 3: Increase Opportunities for Students to Achieve Social Integration (cont'd)	3B: Improve Social Activities	Work with the Student Senate to review surveys relevant to activities	Office of Campus Life, Student Senate, Office for SEM	Spring 2017	Spring 2017 and Ongoing	Identify activities that will increase student social engagement based on survey	Tools for improved communications
	3B: Improve Social Activities	Increase facility hours available for intramural sports	Dean of Students, Campus Life	Fall 2016	Fall 2018	Facility hours expanded for student use	
	3C: Improve Social Activities (cont'd)	Increase staffing and security for extra-curricular activities on campus, particularly evenings and weekends	Dean of Students, Campus Life	Fall 2016	Fall 2018	Increase of 1-3 staff and 1-3 security officers at evening and weekend activities, depending on size and type of event	Staff Time Security Officer Time
	3C: Improve Social Activities	Create solutions for transportation need	Dean of Students, Campus Life, City of Las Vegas	November 2015	Ongoing review to determine need	Local transportation provided	
		Create a comprehensive, university-wide plan to involve Highlands students in community service projects and increase community involvement	Dean of Students, Campus Life, Bill Taylor	Spring 2018	Spring 2020	Service Learning Plan	

Objective 3: Increase Opportunities for Students to Achieve Social Integration (cont'd)	3D: Review Housing Options	Review survey responses relevant to housing.	Dean of Students, Housing Office, Facilities, Office for SEM	Spring 2017	Spring 2017 Spring 2018 Spring 2019 Spring 2020	<ul style="list-style-type: none"> • 60% of students satisfied w/housing • 65% of students satisfied w/housing • 75% of students satisfied w/housing • 80% of students satisfied w/housing 	Staff time
	3C: Review Meal Options	Review survey responses relevant to meal plans	Dean of Students, Office for SEM	Spring 2017	Spring 2017 Spring 2018 Spring 2019 Spring 2020	<ul style="list-style-type: none"> • 60% of students satisfied w/meal plans • 65% of students satisfied w/meal plans • 75% of students satisfied w/meal plans • 80% of students satisfied w/meal plans 	Staff time
Objective 4: Support Students with Coursework Needs	4A: Effective Interventions in Math and English	Ongoing collection and review of student outcomes and data for review by the Dean of the CAS	VPAA, Math and English faculty, Department Chairs, OIER, Dean of CAS,	Ongoing	Spring 2020	To be developed	To be determined

Objective 5: Develop and Evaluate Interventions to Support Student Learning	5A: Early Alert	Increase faculty use of early alert Continue to monitor the early Alert system and contact students each semester during 3 rd week of classes	Office of SEM, Office of Academic Support, Academic Affairs, Deans, Faculty Senate	Ongoing	Fall 2016 Fall 2017 Fall 2018 Fall 2019	<ul style="list-style-type: none"> • 70% of Faculty participate in Early Alert • 80% of Faculty participate in Early Alert • 90% of Faculty participate in Early Alert • 95% of Faculty participate in Early Alert 	
	5A: Early Alert	Integrate Early Alert in the First Year Experience Learning Communities	Office of SEM, Office of Academic Support, AE Coordinator, LC faculty	Ongoing	Fall 2016 Fall 2017 Fall 2018 Fall 2019 Fall 2020	<ul style="list-style-type: none"> • 50% of Faculty participate in Early Alert • 60% of Faculty participate in Early Alert • 70% of Faculty participate in Early Alert • 80% of Faculty participate in Early Alert • 90% of Faculty participate in Early Alert 	Committed time
		Collect accurate attendance data from all faculty	AVPAA, Faculty, Staff, ITS, Registrar	Ongoing	Fall 2017 Fall 2018 Fall 2020	<ul style="list-style-type: none"> • 50% of faculty participate in Attendance Alert • 75% of faculty participate in Attendance Alert • 95% of faculty participate in Attendance Alert 	Committed time

Objective 5: Develop and Evaluate Interventions to Support Student Learning (cont'd)	5B: Attendance Alert	In conjunction with Academic Affairs and Faculty Senate, develop and approve a policy that requires tracking of attendance of undergraduate students in the first two weeks of classes through the Early Alert system	Faculty Senate, Office of Academic Affairs	Spring 2016	Fall 2018	<ul style="list-style-type: none"> Completed and approved attendance policy 	Committed time
	5C: Coordination of Tutoring Services	Identification of a single point of contact for tutoring services	Office of Academic Affairs & Dean of Students	Fall 2016	Spring 2017	Single point of contact identified and publicized	Committed time
	5C: Coordination of Tutoring Services	Develop a program for supplemental online tutoring for non-traditional and center students	EOS, Learning Center, ARMAS, Writing Center	Spring 2016	Summer 2016	NetTutor in place and available to all NMHJU students	NetTutor contract
	5D: Increase Opportunities to Maintain Academic Integration and Satisfactory Academic Progress	Half-term Courses: Eight-week courses beginning after midterm would allow students who have withdrawn from courses the opportunity to make up those lost credits, maintain track for degree, and remain eligible for financial aid and the Lottery Scholarship	Office of Academic Affairs	Spring 2016	Ongoing	<ul style="list-style-type: none"> 8wk courses offered every semester 	Scheduling Software Committed time

Objective 5: Develop and Evaluate Interventions to Support Student Learning (cont'd)	5D: Increase Opportunities to Maintain Academic Integration and Satisfactory Academic Progress	Summer Intercession Course Offerings: An increase in summer course offerings and coordination of the scheduling of these courses would help students decrease time to degree, offer opportunities to remain eligible for financial aid, and also keep students engaged with the university throughout the summer months	Office of Academic Affairs	Spring 2016	Ongoing	Intercession courses offered every year	Scheduling Software Committed time
		Winter Intercession Course Offerings: Offering courses during the winter break will help keep students engaged with campus while also offering them an opportunity to make up credits (if failed) and thereby keep financial aid (especially the Lottery Scholarship) that would typically be lost	Office of Academic Affairs	Ongoing	Ongoing	Intercession courses offered every year	Scheduling Software Committed time

Objective 5: Develop and Evaluate Interventions to Support Student Learning (cont'd)	5F: Launch programming at the Center for Teaching Excellence	Implement CTE plan -create website or resources -create faculty learning communities: new faculty certificate program, learning community faculty, HIPs training, learning community faculty support and professional development -provide weekly professional development best practices -promote current faculty excellence	CTE Director	Ongoing			Committed time
	6A: Collect and Maintain Accurate Contact Information	Create a system that automatically sends a duplicate email to students' personal email addresses when faculty or staff email the students' @live.nmhu.edu email address	Office of the VP for Strategic Enrollment Management	Fall 2016	Fall 2017	100% of students receive duplicate email	Committed time from ITS personnel

Objective 6: Collect Student Data Related to Needs and Barriers	6A: Collect and Maintain Accurate Contact Information	Create a system in which any time a faculty or staff member meets with a student (such as during advising), the student is asked to check and update contact information in Self-Service Banner before leaving the meeting	AVPAA and VPSEM, Faculty, Advising Staff	Spring 2016	Fall 2016 Fall 2017 Fall 2018 Fall 2019 Fall 2020	<ul style="list-style-type: none"> • 50% of students check/update info. • 60% of students check/update info. • 70% of students check/update info. • 80% of students check/update info. • 100% of students check/update info. 	Committed time by faculty and staff
	6B: Support Transfer Students	Require Self-Service banner and Desire2Learn to frequently prompt students to update contact information.	ITS, EOS	Fall 2016	Fall 2016	<ul style="list-style-type: none"> • 100% of students receive prompt 	Committed time from ITS and EOS personnel
		Collect information regarding transfer students and prepare a retention plan specific to transfer students over the course of the academic year	Retention Advisory Council and OIER,	Summer 2016	Fall 2017	<ul style="list-style-type: none"> • Complete retention plan for transfer students 	Committed time from retention advisory council and OIER
	6C: Support Athletes	Study the needs of athletes and develop a comprehensive support plan	Faculty Senate and Faculty Athletic Committee	Spring 2017	Fall 2018	Complete support plan for athletes	Committed time by FAC committee

Objective 6: Collect Student Data Related to Needs and Barriers (cont'd)	6D: Support Non-returning Students)	Continually revise retention plan specific to transfer students over the course of the academic year	Retention Advisory Council and OIER	Summer 2016	Spring 2017 Spring 2018 Spring 2019 Spring 2020	<ul style="list-style-type: none"> • Revise plan based on data • Revise plan based on data • Revise plan based on data Revise plan based on data	Committed time from retention advisory council and OIER
	6E: Support International, Non-traditional, and Students with Families	Collect information regarding international students, non-traditional students, and students with families and prepare a retention plan specific to these students over the course of the academic year	Retention Advisory Council and OIER, International Education	Summer 2016	2019	<ul style="list-style-type: none"> • Complete retention plan for nontraditional and international students 	Committed time from retention advisory council and OIER
	6F: Collect data on student attendance						