

**Mission** Our mission is to provide opportunities for undergraduate students to attain an exceptional education by fostering orientation, advisement, and support services to persist towards achieving their educational goals.

**Vision** Our vision is to be a premier department to facilitate orientation, enrollment, and retention through collaboration with the campus community.

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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. <i>Highlands University will achieve academic excellence, academic integration and student success.</i></p>	<p>1. The goal of the Academic Support Office is to collaborate with campus community services to improve undergraduate student retention by 2%.</p>	<p>1.1 Participate in the student retention advisory council.                      1.2 Use Ruffalo Nole Levitz SRP, CSI                      1.3 Assign Academic Advisor to each Learning Community.                      1.4 Ability to lift registration hold and assist with online registration                      1.5 Host Peer Advisor workshops                      1.1 Develop a coordinated interdepartmental communication plan.                      1.2 Develop a coordinated student communication plan</p>	<p>1. Increase undergraduate retention by 2%.</p>	<p>1. Benito Pacheco                      2. David Esquibel                      3. Caroline Montoya                      4. Shannon Saiz</p>	<p>2. Spring 2017</p>	<p>1. 2. 3.</p>

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Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendations		Challenge(s)		Budget Consideration (Yes/No)
<p>1.1 Achieved</p> <p>1.2 Achieved</p> <p>1.3 Achieved</p> <p>1.4 Achieved</p> <p>1.5 Achieved</p>	<p>1.1 January 2017</p> <p>1.2 August 2017</p> <p>1.3 August 2017</p> <p>1.4 January 2018</p> <p>1.5 February 2018</p>	<p>1.1 Utilize Retention Advisory Council as mechanism to develop advisement policies for university</p> <p>1.2 Provide survey earlier in the semester to maximize use of information</p> <p>1.3 Utilize Adviser as integral part of IB Seminar</p> <p>1.4 No recommendations</p> <p>1.5 Continue process in the spring 18 semester.</p>		<p>1.1 Creating policy requires buy-in and is a lengthy process</p> <p>1.2 Creating a plan to increase FF follow up with Adviser</p> <p>1.3 Developing faculty/staff collaborations</p> <p>1.4 Review other Banner access that can maximize resources</p> <p>1.5 Refining workshop and communication process to increase student participation</p>		<p>1.1 N</p> <p>1.2 N</p> <p>1.3 N</p> <p>1.4 N</p> <p>1.5 N</p>
<p>2. <i>Highlands University will achieve strategic enrollment management.</i></p>	<p>1. Goal is to effectively communicate with prospective students from inquiry to matriculation</p> <p>2. Goal is to effectively</p>	<p>2.1 Collaborate with all student support offices to develop a process.</p> <p>2.2 Develop a coordinated interdepartmental communication plan.</p>	<p>1. Increase first time freshman matriculation by 5%</p> <p>2. Increase transfer student matriculation by 5%</p>	<p>1. Benito Pacheco</p> <p>2. Shannon Saiz</p> <p>3. Caroline Montoya</p> <p>4. David Esquibel</p>	<p>1. Fall 2017</p> <p>2. Fall 2017</p>	<p>1.</p> <p>2.</p> <p>3.</p>

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	<p>communicate with prospective transfer students from inquiry to matriculation.</p> <p>3. Provide new freshman and transfer student orientation</p>	<p>2.3 Develop a coordinated student communication plan</p> <p>2.4 Collaborate with student support office, faculty, and administration to organize plan.</p>	<p>3. Increase first time freshman attendance at orientation by 3%</p> <p>4. Increase transfer student attendance at orientation by 100%</p>			
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendations	Challenge(s)	Budget Consideration (Yes/No)		
<p>2.1 Ongoing</p> <p>2.2 Complete</p> <p>2.3 Ongoing</p> <p>2.4 Ongoing</p>	<p>2.1 August 2018</p> <p>2.2 August 2018</p> <p>2.3 August 2018</p>	<p>2.1 The plan should read with Strategic Enrollment Management offices. SLATE software will be in use to achieve goal.</p> <p>2.2 Through Matriculation Task Force, communication refined through “warm transfer documents”</p> <p>2.3 Plan needs to consider potential students and enrolled first time freshman</p> <p>2.4 Provide pro-active, regulary scheduled advisement trainings</p> <p>Consider providing “new student orientations” for all new main campus students.</p>	<p>2.1 The process began late in the year but will start earlier for maximum effectiveness this year.</p> <p>2.2 Ensuring departments utilize the resource</p> <p>2.3 None</p> <p>2.4 Development of new program and process</p>	<p>2.1 Y (Slate)</p> <p>2.2 N</p> <p>2.3 N</p> <p>2.4 N</p>		

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<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>	<p>1. Goal is to effectively collaborate with campus entities to improve campus life</p>	<p>1. Collaborate with FYE, Outdoor Recreation, Campus Life, Housing to increase student satisfaction with campus vibrancy</p>	<p>1. Increase first time freshman satisfaction by 2%. 1.2 Increase returning student satisfaction by 2%. 1.3 Increase transfer student satisfaction by 2%.</p>	<p>1. Benito Pacheco 2. Shannon Saiz 3. Caroline Montoya</p>	<p>1. Fall 2017 2. 3.</p>	<p>1. 2. 3.</p>
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<p>3.1 Completed</p>	<p>3.1 May 2018</p>	<p>3.1 Continue sponsoring events in residence halls in collaboration with FYE and Outdoor Rec.</p>		<p>3.1 Maximize effort by not duplicating services of others.</p>		<p>3.1 N</p>

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<p>4. <i>Highlands University will be a community partner.</i></p>	<p>1.Goal is to increase partnership with the Commission for the Blind and Commission for the Deaf, Department of Vocational Rehabilitation.</p>	<p>1.Develop a coordinated student communication plan.</p>	<p>1. Increase satisfaction with Accessibility Services by 2%.</p>	<p>1.Benito Pacheco 2. David Esquibel</p>	<p>1.Fall 2017 2. 3.</p>	<p>1. 2. 3.</p>
<p><b>Action Status w/Description (Achieved, Ongoing, Stop)</b></p>	<p><b>Completion Date(s)</b></p>	<p><b>Recommendations</b></p>		<p><b>Challenge(s)</b></p>		<p><b>Budget Consideration (Yes/No)</b></p>
<p>4.1 Complete</p>	<p>4.1 May 2018</p>	<p>4.1 Continue update of website with accurate accessibility service information. Utilize Zoom to meet when necessary</p>		<p>4.1 There are considerable variables to factor when servicing student that require accessibility services.</p>		<p>4.1 Y cost of providing service is significant.</p>
<p>5. <i>Highlands University will achieve technological advancement and innovation.</i></p>	<p>1.The goal is to increase usage of Net-Tutor by 5%.</p>	<p>1.1 Collaborate with all student support offices to develop a process. 1.2 Develop a coordinated interdepartmental communication plan.</p>	<p>1.Increase Net-Tutor usage by 2%.</p>	<p>1.Benito Pacheco</p>	<p>1.Spring 2017 2. 3.</p>	<p>1. 2. 3.</p>

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5.1 Achieved	5.1 May 2018	5.1 Net-tutor usage increased by 15% from fall to spring. Maintain aggressive ad campaign through social media and listed as a faculty resource.		5.1 Listing the tutoring on the class syllabi was not approved and is not an option.		5.1 N
6. Highlands University will achieve enhanced communication and efficiency.	1.Goal is to create flowchart of communication from the Office of Academic Support	1. Develop a coordinated interdepartmental communication plan.	1. Provide clear communication plan to other departments to increase efficiency	1.Benito Pacheco	1.Fall 2016 2. 3.	1. 2. 3.
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<p><i>6.1 Achieved</i></p>	<p>6.1 March 2018</p>	<p>6.1 Develop communication flowchart for university. Train staff to utilize information consistently.</p>				<p>6.1 N</p>
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