

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: **Office of Institutional Effectiveness and Research**

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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
1. <i>Highlands University will achieve academic excellence, academic integration and student success.</i>	1. Support NMHU guidance and strategies 2. Ensure executed operations are aligned with strategies and policies to support our goals for excellence, diversity, accessibility, and responsiveness 3. Advocate for OIER training	Maintain clear, consistent lines of communication across the university	None	Director	N/A	N/A
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
Ongoing - OIER continues to work with multiple offices across campus to provide usable data to stakeholders	N/A	- The Office of Institutional Effectiveness and Research (OIER) will continue to provide data support to campus stakeholders to promote student success and institutional improvement - OIER will continue to develop efficient, effective, and well-documented procedures to promote student success and institutional improvement		- Personnel changes: within the past year there have been a number of personnel changes in a small office, creating some challenges as the office reorganizes		Yes: Funding for professional development

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<p><i>2. Highlands University will achieve strategic enrollment management.</i></p>	<p>1. Support strategic enrollment management guidance and objectives</p>	<p>1. Support Recruitment Office objectives through data</p> <p>2. Study trends related to successful recruitment, retention, and graduation</p> <p>3. Participate in retention initiatives and committees</p>	<p>1. Increase numbers in admissions, enrollments, and increase retention and graduation rates</p> <p>2. Adjustments/changes to techniques based on data studies</p>	<p>Director</p>	<p>1. Admissions, Enrollment, retention, graduation numbers at the end of each semester</p>	<p>Annually</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)	Budget Consideration (Yes / No)	
<p>Achieved</p> <ul style="list-style-type: none"> - Supported VPSEM initiatives by providing data - Supported academic programs through Outcomes Assessment analysis - Membership in Matriculation Task Force, Retention Council, and Retention Subcommittees 	<p>Various dates throughout academic year</p>	<ul style="list-style-type: none"> - Continued support of VPSEM initiatives - Continued membership in appropriate task forces, committees, and subcommittees - Participation in training, symposia, etc. related to retention - Develop dashboard and KPI indicators to provide typical data needs of administration and academic units 		<ul style="list-style-type: none"> - Juggling multiple data requests from multiple stakeholders - Developing optimal process for managing data requests and data reports - Lack of appropriate software for some reporting needs (e.g. dashboards) 	<p>Possible: Funding for data analytics software</p>	

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<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>	<p>1. Create a warm, friendly atmosphere for students, faculty, and staff to study, work, collaborate, and learn</p> <p>2. Foster effective collegial working relationships between various academic and support units</p>	<p>1. Institute business practices that meet desired customer outcomes in a timely manner</p> <p>2. Institute a Service Creed</p>	<p>None</p>	<p>Director</p>	<p>N/A</p>	<p>N/A</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<p>Ongoing</p> <ul style="list-style-type: none"> - Participation in various committees, task forces, and councils across NMHU community - Continued improvement of OIER processes to ensure high level of responsiveness to stakeholder needs <p>Achieved</p> <ul style="list-style-type: none"> - Developed statement of mission and objectives for OIER posted on unit website 	<p>N/A</p>	<ul style="list-style-type: none"> - Continued participation across all levels of campus community - Elicit stakeholder feedback to help determine ways that OIER can better serve the HU community 		<ul style="list-style-type: none"> - OIER frequently receives multiple data requests at the same time, often competing with other reporting responsibilities, so that it may be a challenge to meet all stakeholder timetable expectations 		<p>No</p>

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4. <i>Highlands University will be a community partner.</i>	1. See Goals 1 and 3	None	None	Director	N/A	N/A
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
Ongoing	Various dates throughout the academic year	<ul style="list-style-type: none"> - OIER does not directly interact with the larger community, but by providing data support to other units OIER can continue to indirectly support this goal - 	- None	No		

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<p><i>5. Highlands University will achieve technological advancement and innovation.</i></p>	<ol style="list-style-type: none"> 1. Use modern tools 2. Collaborate with sister institutions on related matters 3. Collaborate with Information Technology Services on all matters related to technology and innovation 	<ol style="list-style-type: none"> 1. Use modern technological tools such as file sharing, software packages, data base access tools, and robust hardware 2. Train on current tools 3. Train / become familiar with new tools 4. Raise awareness across the university on use of data in decision making 5. Train university personnel on capability 6. Participate in peer working groups across New Mexico 	<ol style="list-style-type: none"> 1. Participation in training 2. Upgrades to tools 3. Conduct training 4. Participation in working groups 	<ol style="list-style-type: none"> 1. Director 2. ITS 	<ol style="list-style-type: none"> 1. High rate of readiness 	<p>Annually</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>Ongoing</p> <ul style="list-style-type: none"> - OIER staff continue to develop their knowledge of Banner and Microsoft Office Suite to expand data reporting capabilities - OIER staff collaborate with IR staff at other NM institutions on a variety of initiatives - OIER staff work closely with ITS to optimize data reporting capabilities and to explore new software solutions 	<p>Various dates throughout the academic year</p>	<ul style="list-style-type: none"> - OIER will continue to engage in current data initiatives within the HU community, with other institutions, and with HED - OIER will continue to explore ways to maximize the data extraction and reporting potential of existing tools 	<ul style="list-style-type: none"> - Lack of funding for innovative software solutions continues to restrict opportunities for technological advancement 	<p>Yes: funding needed for new software solutions, though primarily at an institutional and not departmental level</p>		

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<p>6. <i>Highlands University will achieve enhanced communication and efficiency.</i></p>	<p>1. Ensure website is updated regularly</p> <p>2. Promote OIER participation in regular meetings and discussion across the university portfolio to include, but not limited to Academic Schools and Colleges; Working Groups; and Support Departments</p>	<p>1. Update, regularly, update OIER website, Fact Book, Performance Effectiveness Report, IPEDS, and other OIER reports</p> <p>2. Staff participation in appropriate academic unit meetings and scheduling discussions</p> <p>3. Utilize regular communication reports to appropriate offices</p>	<p>1. Current and accurate information on OIER website</p> <p>2. Timely response to administrative needs</p> <p>3. Active membership of employees in committees</p>	<p>Director</p>	<p>1. Completion of reports in a timely manner</p> <p>2. Customer satisfaction</p> <p>3. Process improvement</p>	<p>Annually</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>Ongoing</p> <ul style="list-style-type: none"> - Factbook and Common Data have been updated - OIER website has been updated regularly and recently - OIER staff participate in multiple committees and teams - OIER staff regularly participate in institutional training initiatives - OIER provides regular data reports to multiple offices across campus 	<p>Various dates throughout the academic year</p>	<ul style="list-style-type: none"> - OIER staff will continue to participate in institutional committees, training, etc. - OIER staff will continue to strive for excellent customer service through documented process and procedures 	<ul style="list-style-type: none"> - Coordination of multiple projects, some with tight deadlines - Maintaining optimal channels of communication with multiple stakeholders with diverse data needs 	<p>No</p>		