

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 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. Highlands University will achieve academic excellence, academic integration and student success.</p>	<p>1. Provide data support for academic success initiatives 2. Support and promote excellence in academic outcomes assessment</p>	<p>1. Respond to ad hoc data requests for academic units and academic support 2. Generate data reports and key performance indicators to help track progress towards academic success Coordinate outcomes assessment process</p>	<p>1. All ad hoc data requests are processed promptly and accurately 2. Data reports are produced each term or annually, as appropriate 3. All assessment documents are submitted in a timely manner</p>	<p>Director / OIER Staff</p>	<p>1. All data requests are tracked to completion 2. Completion of regular data reports is tracked through unit calendar 3. Submission of assessment documents will be evaluated regularly</p>	<p>Annually and ongoing</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<p>- Ongoing</p>		<p>- OIER Office has been able to respond efficiently and effectively to most data requests. Recommend maintaining current processes at this time, with an eye toward incremental improvements as appropriate. - Work with faculty and deans to ensure that Outcomes Assessment process is functioning as intended; make incremental changes as needed.</p>		<p>- Collecting Outcomes Assessment materials in a timely manner remains a challenge. The switch to a 2-year reporting cycle for Outcomes Assessment may help to alleviate the problem.</p>		<p>No. Long term we may want to explore data reporting software.</p>

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<p><i>2. Highlands University will achieve strategic enrollment management.</i></p>	<p>1. Support strategic enrollment management initiatives</p>	<p>1. Provide recruitment and enrollment data to SEM offices as requested 2. Develop Key Enrollment Indicators to track enrollment and retention trends Participate in retention initiatives and committees</p>	<p>1. Data provided to SEM staff are used to guide enrollment management decisions and activities</p>	<p>Director / OIER Staff</p>	<p>1. All data requests will be tracked to completion 2. SEM feedback will be elicited on usefulness of data provided</p>	<p>Annually and ongoing</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<p>- Ongoing</p>		<p>- The OIER office continues to provide data support to the SEM office. Key Enrollment Indicators document is fully operational. Recommend continuing these operations, possibly expanding range of data collected and exploring other data reporting options.</p>		<p>- The primary challenge is determining what data is most relevant and how those data can be presented most effectively to multiple stakeholders. Enhanced communication can help address these challenges.</p>		<p>No. Long term we may want to explore data reporting software.</p>

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<p>3. <i>Highlands University will achieve a vibrant campus life.</i></p>	<p>1. Provide data support to Student Services units 2. Support and promote excellence in co-curricular outcomes assessment</p>	<p>1. Respond to ad hoc data requests for Student Services units 2. Generate data reports and key performance indicators to help track campus life initiatives 3. Coordinate co-curricular outcomes assessment process</p>	<p>1. All ad hoc data requests are processed promptly and accurately 2. Data reports are produced each term or annually, as appropriate 3. All assessment documents are submitted in a timely manner</p>	<p>Director / OIER Staff</p>	<p>1. All data requests are tracked to completion 2. Completion of regular data reports is tracked through OIER calendar 3. Submission of assessment documents will be evaluated regularly</p>	<p>Annually and ongoing</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>		<p>- Although the OIER offices provides occasional data support for Student Services, the level of support is modest at best. Recommend exploring ways to broaden data availability for Student Services. - Recommend working with senior administration to ensure that co-curricular outcomes assessment is appropriately prioritized.</p>		<p>- The co-curricular outcomes assessment process has stalled and needs to be revived. A more systematic process needs to be developed for providing data support to Student Services.</p>	<p>- No</p>	

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4. <i>Highlands University will be a community partner.</i>		1.	1.		1.	
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
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<p>5. <i>Highlands University will achieve technological advancement and innovation.</i></p>	<p>1. Achieve greater level of technological sophistication in assessment processes 2. Use technology to make data more available and usable for stakeholders</p>	<p>1. Explore software solutions for assessment 2. Develop dashboards and key performance indicators using available software 3. Use Visual Basic for Applications (VBA) programming environment to improve data analysis capabilities</p>	<p>1. Evaluate product demonstrations from at least 3 vendors of assessment software 2. Examples of dashboard and KPI applications will be ready for review 3. At least 2 OIER processes will be streamlined through use of VBA</p>	<p>Director / OIER Staff</p>	<p>1. Record of vendor contacts 2. Dashboard / KPIs will be physically available to campus stakeholders 3. OIER office will demonstrate VBA applications when complete</p>	<p>Ongoing</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>		<p>- Continue to explore software solutions for assessment and data reporting. - We have developed some initial dashboard and KPI applications but need to continue expanding and refining these tools. - Multiple VBA applications have been successfully implemented; we will continue developing these data routines as appropriate</p>		<p>- Budget limitations currently do not allow us to pursue expensive software solutions.</p>		<p>- Yes. Software solutions are expensive.</p>

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<p>6. <i>Highlands University will achieve enhanced communication and efficiency.</i></p>	<p>1. Ensure that institutional data is available through multiple channels 2. Optimize communication channels between OIER office and campus stakeholders</p>	<p>1. Maintain and update OIER, assessment, and accreditation websites 2. Maintain and update SharePoint sites for assessment and accreditation Optimize system for processing data requests</p>	<p>1. Website and SharePoint sites reflect current and complete reports and documents 2. Documented system in place for processing data requests</p>	<p>Director / OIER Staff</p>	<p>1. Website and SharePoint sites are available for review by campus stakeholders 2. Customer satisfaction with data availability and data request process will be regularly tracked</p>	<p>Ongoing</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>		<p>- Continue to explore ways to publish data most effectively to multiple stakeholders. Work with new website development team to explore options for optimizing online data reporting.</p>	<p>- A main challenge is trying to determine what data are most useful to institutional stakeholders. Another challenge is determining the most effective way to disseminate those data to diverse audiences.</p>	<p>No</p>		