

Mission

The mission of the Office of Strategic Enrollment Management is to build and sustain an inclusive, dynamic, engaged, and diverse student community at New Mexico Highlands University.

Vision

The vision of the Office of Strategic Enrollment Management is to have a university that uses a data driven approach to enrollment management, including recruitment, access, retention, educational plans, enrollment pattern data, and constraints of financial, physical and human resources while in support of the University’s strategic plan and Mission.

Department/Program: Office of Strategic Enrollment Management

Main Contact: Edward Martinez **Email:** eamartinez@nmhu.edu **Phone:** 505.454.3366

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 an efficient automated application & transition process for prospective students from the applied to the enrolled stage every semester.</p>	<p>1.a. Ongoing-To oversee and assure that all SEM offices communicate and work effectively with each other. 1.b. Ongoing-To locate all SEM offices into the Felix Martinez Building to create a one stop shop for prospective and current students. 1.c. Ongoing-Conduct new student orientations throughout the summer. 1.d. Ongoing-Proactively reach out to admitted students by using a communication plan (phone bank, postcards, etc). 1.e. Ongoing-Conduct financial aid literacy workshops on campus and at centers. 1.f. Collaborate with the NMHU business office to implement online under graduate student application payment system</p>	<p>1. a. Calendar 1.b. Office Plan 1.c. Registration, sign in sheets, and enrolled students 1.d. Sign In sheets, CRM tracking information, #of student called, # of postcards sent 1.e. Sign in sheets and number of completed FAFSA 1.f. Online payments</p>	<p>1. All SEM personnel & various NMHU offices</p>	<p>1. June 2019</p>	<p>1. Monthly</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

	<p>2. Develop and implement strategies yearly, to academically integrate current NMHU subpopulations and provide metrics to determine strategy effectiveness on student retention.</p>	<p>using TouchNet or Slate. 1.g. Collaborate with the academic affairs office, registrar’s office and STEMfast to implement use of TES. 1.h. Collaborate with the Graduate School to revise the graduate student admission policy to align with logic in Slate. 1.i. In collaboration with Graduate School build and implement the graduate student application in Slate in alignment with new admission policy. 1.j. Collaborate with the NMHU business office to implement an online graduate student application payment system using TouchNet or Slate</p> <p>2.a. Ongoing-To create prospective and current student events and workshops to increase student academic & social integration and success. 2.b. Ongoing-To communicate and advise student with high credits to determine possible pathways to graduation 2.c. Ongoing-Develop Melody Hall (MH) Initiative to engage and retain NA students. 2.d. Ongoing-Develop Student Success Contract for students that are admitted within 35 days of first day of class, are on probationary admissions,</p>	<p>1.g. TES in use 1.h. Approved policy in place 1.i. Online application in place 1.j. Online payment option in place</p> <p>2.a. number of students attended, retention rates, and student satisfaction 2.b. Returning students and graduation rates for these students 2.c. Retention rate for NA students @ MH 2.d. Retention rates for students on</p>	<p>2. All SEM personnel and Retention Advisory Council</p>	<p>2. End of each Term</p>	<p>2. December and May of every year</p>
--	--	---	--	---	-----------------------------------	---

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

		<p>and/or have an ACT score of <13.</p> <p>2.e. Ongoing- Develop long term goals with every first time freshmen student on campus.</p> <p>2.f. Ongoing- Conduct an International Student Orientation through the IEC office to inform students of visa changes and NMHU policy & procedures.</p> <p>2.g. Ongoing- Provide a welcome back dinner event for Native American students through the Melody Hall Initiative to engage NA students with other NA students.</p> <p>2.h. Ongoing- Collaborate with Retention Advisory Council and Sub-population strategy groups to review data and identify specific retention strategies by sub-population.</p> <p>2.i. Collaborate with the Retention Advisory Council and Sub-population strategy groups to track and measure strategies identified.</p> <p>2.j. Collaborate with the Retention Advisory Council and Sub-population strategy groups to analyze data for each sub-population retention strategy and make recommendations to continue or discontinue strategies</p>	<p>contract</p> <p>2.e. # of students completing long term goals</p> <p>2.f. Sign in sheets and retention rates</p> <p>2.g. sign in sheet for event and retention rates</p> <p>2.h. Report from Sub-population strategy groups</p> <p>2.i. Data to measure strategies</p> <p>2.j. Analyzed data for recommendations</p>			
--	--	---	---	--	--	--

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendations	Challenge(s)	Budget Consideration (Yes/No)
1.a. Achieved/Ongoing- Still conducting bi-weekly staff meetings with all SEM Offices and monthly one on one meetings.	1.a. Ongoing	1.a. Continue bi-weekly and monthly meetings with all SEM Offices to obtain updates and to ensure collaboration is taking place.	1.a. None	1.a. No
1.b. Ongoing-Still looking for different avenues to determine if all SEM offices can be relocated to the Felix Martinez Building.	1.b. TBD	1.b. Continue to look at different avenues to determine if offices can be relocated to the Felix Martinez Building.	1.b. Lack of space in the building is preventing the relocation.	1.b. Yes
1.c. Achieved-New restructured student orientation was developed and implemented by Academic Support Office which now includes transfer and international students.	1.c. Fall 2018	1.c. Achieved-Continue new restructured student orientation.	1.c. None	1.c. No
1.d. Achieved/Ongoing- Phone Banks, New Student Orientation, Counselor Workshop, HU Day, HS Scholar Athlete Banquet, Scholar's Banquet, and post card communication plan.	1.d. Fall 2018 and Spring 2019	1.d. Achieved/Ongoing- Continue SEM Events throughout the year, continue postcard mail outs, and continue to work with consultants to ensure that development of Slate UG & G applications are completed by summer 2019.	1.d. Budget restrictions to purchase marketing material and delayed Slate software launch due to the development of the UG & G applications.	1.d. Yes
1.e. Achieved-Continue Financial Aid Literacy Workshops throughout semesters in Las Vegas and Centers.	1.e. Fall 2018 and Spring 2019		1.e. Budget restrictions to travel to centers.	1.e. Yes

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

1.f. Achieved Slate will be utilized by students to make payments or payment arrangements.	1.f. Summer 2019			1.f. Yes
1.g. Ongoing- TES was purchased. Implementation is ongoing.	1.g. Fall 2019	1.g. Implementation is ongoing.	1.g. Delayed TES software implementation due to staff turnover.	1.g. Yes
1.h. Ongoing- Still working with the Graduate School to revise and update graduate student admission policy and process.	1.h. Spring 2020	1.h. Continue to work with Graduate School to revise and update graduate student admission policy and process.	1.h. Short staffed office.	1.h. No
1.i. Ongoing- Still working with the Graduate Office to implement graduate application in Slate.	1.i. Summer 2019	1.i. Continue to work with Graduate Office to implement graduate application in Slate.	1.i. Staff turnover and lack of funds to hire professional consultant to implement project.	1.i. Yes
1.j. Achieved Slate will be utilized by grad students to make payments or payment arrangements.	1.j. Summer 2019	1.j. Continue to work with the Business Office to implement.	1.j. Staff turnover and lack of funds to hire professional consultant to implement project.	1.j. Yes
2.a. Achieved/Ongoing- Implemented student events & workshops	2.a. Fall 2018 and Spring 2019	2.a. Continue to provide student events & workshops to increase student academic & social integration and success.	2.a. None	2.a. Yes
2.b. Ongoing- Still contacting students with high credits to determine pathway to graduation.	2.b. Fall 2018 and Spring 2019	2.b. Continue contacting students.	2.b. Students not responding or answering phone calls.	2.b. Yes
2.c. Achieved/Ongoing- Melody Hall initiative implemented	2.c. Fall 2018 and Spring 2019	2.c. Continue initiative to engage Native American students.	2.c. Lack of student participation in scheduled events; Budget constraints to improve Melody Hall; and lack of staff assistance.	2.c. Yes

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

2.d. Achieved/Ongoing-Student Success Contract implemented.	2.d. Fall 2018 and Spring 2019	2.d. Continue Student Success Contract.	2.d. None	2.d. No
2.e. Ongoing-Still developing long term goals.	2.e. Fall 2019 and Spring 2019	2.e. Continue to advocate for the Student Success Coaches to implement long term goals with all FTF.	2.e. Budget constraints and lack of funds to implement Student Success Coaches.	2.e. Yes
2.f. Achieved/Ongoing-New International Student Orientation implemented.	2.f. Fall 2018	2.f. Continue International Student Orientation.	2.f. Due to students delay in obtaining their Visas, not all international students arrive on campus before the first day of school. Orientation is conducted a few weeks after semester starts.	2.f. Yes
2.g. Achieved/Ongoing-Welcome back dinner event for NA students implemented.	2.g. Fall 2018	2.g. Continue welcome back dinner event for NA students every semester.	2.g. Lack of student participation	2.g. Yes
2.h. Achieved/Ongoing-Goals and strategies were reviewed and revised by the VPSEM Office, the Strategic Enrollment Management Plan Committee, and Retention Advisory Council for all sub-populations. Strategies were identified. Strategies can be reviewed in the 2018-2019 Retention Plan and 2018-2019 Retention Plan Executive Summary	2.h. Fall 2018	2.h. Continue reviewing goals and strategies and update as necessary.	2.h. Buy in and commitment by university staff and faculty.	2.h. Yes
2.i. Achieved/Ongoing-Retention strategies implemented.	2.i. Fall 2018	2.i. Continue to track and measure retention strategies.	2.i. Buy in and commitment by university staff and faculty	2.i. No

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>2.j. Achieved/Ongoing- Data analysis of for each sub-population strategy group and retention strategy has been implemented.</p>	<p>2.j. Spring 2019</p>	<p>2.j. Continue to analyze data for each sub-population strategy group and retention strategy.</p>					<p>2.j. No</p>
<p>2. Highlands University will achieve strategic enrollment management.</p>	<p>1. Increase retention of all NMHU student types yearly by 2%.</p> <p>2. Enroll Prospective and current NMHU students every semester through effective and efficient advising and registration processes.</p>	<p>1.a. Ongoing-Oversee and enhance Office of Academic Support student advising</p> <p>1. b. Ongoing-Partner with other divisions on campus to develop & submit grant proposals</p> <p>2. a. Ongoing-Oversee and enhance the Office of Recruitment and Undergraduate Admissions efforts</p> <p>2. b. Ongoing-Oversee and enhance International Educational Center operational and recruitment efforts</p> <p>2. c. Ongoing-Oversee and enhance Native American Center community partnership-building efforts</p> <p>2.d. Ongoing-Partner with Graduate Studies Office to develop Graduate Studies Recruitment Plan</p>	<p>1.a. Track number of advisements</p> <p>1.b. Number of submitted grants.</p> <p>2.a. New processes and procedures, new events and recruitment plan</p> <p>2.b. New processes and procedures, new events and international student recruitment plan</p> <p>2.c. MOU's and Agreements</p> <p>2.d. New processes and procedures, new events and graduate</p>	<p>1.a. All SEM Personnel</p> <p>1.b. All SEM Personnel</p> <p>2. All SEM Personnel</p>	<p>1.a. Annually</p> <p>1.b. Annually</p> <p>2. Annually</p>	<p>1.a. January to December of every year</p> <p>1.b. Yearly</p> <p>2. Yearly</p>	

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

		<p>2.e. Ongoing-Establish partnerships & MOU/Agreements with community colleges and high schools</p> <p>2.f. Ongoing-Create the NMHU 5 year SEM plan</p> <p>2.g. Ongoing-Review scholarship data to include recipients and retention data. Develop and implement plan.</p> <p>2.h. Ongoing-Partner with University Relations to develop marketing material for transfer, graduate, and adult students.</p> <p>2.i. Ongoing-Partner with University Relations to update and enhance website.</p> <p>2.j. Ongoing-Collaborate with the academic support office and faculty to advise and enroll admitted students prior to their orientation and first day of class.</p> <p>2.k. Ongoing-Assure that all SEM offices are collaborating with Academic Affairs and Student Affairs offices and Center director/managers to implement a student preregistration blitz.</p> <p>2.l. Ongoing-Assure that all SEM offices are collaborating with Academic Affairs and Student Affairs offices to offer</p>	<p>recruitment plan</p> <p>2.e MOU's and Agreements</p> <p>2.f. Plan in place</p> <p>2.g. Plan in place</p> <p>2.h. Completion of marketing material</p> <p>2.i. Updated website</p> <p>2.j. Number of students enrolled before first day of class</p> <p>2.k. Preregistration Blitz event</p> <p>2.l. Number of incentives offered</p>		
--	--	--	---	--	--

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

	<p>3. Develop and implement strategies yearly, to socially integrate current NMHU subpopulations and provide metrics to determine strategy effectiveness on student retention.</p> <p>4. Increase retention of all NMHU student types yearly by 2%.</p>	<p>incentives to students for preregistering for classes. 2.m. Collaborate with academic departments to create preregistration events by major to preregister students. 2.n. Collaborate with the Persistence and Completion Academy Team and Faculty Senate to review current student advising model.</p> <p>3.a. Ongoing-Collaborate with Undergraduate Recruitment and Admissions Office to provide prospective student social event programming. 3.b. Ongoing-Provide current and prospective Native American students social event programming. 3.c. Ongoing-Collaborate with Student Affairs, First year Experience, and ARMAS to provide social event programming to NMHU students.</p> <p>4.a. Ongoing-Provide weekly advising to all new freshmen through the Office of Academic Support. 4.b. Ongoing-Implement the Enrollment Success Program through the Office of Academic Support. 4.c. Ongoing-In collaboration with Academic Affairs, develop a student success plan for all</p>	<p>2.m. Number of events</p> <p>2.n. Review of model</p> <p>3. Sign in sheet with student attendance at social events</p> <p>4.a # of students advised 4.b. # of signed contracts 4.c. Plan in place</p>	<p>3. All SEM Personnel</p> <p>4.a. Academic Support Office 4.b. Academic Support Office 4.c. Academic Support/Academic Affairs</p>	<p>3. Every semester</p> <p>4. Annually</p>	<p>3. Yearly</p> <p>4. Yearly</p>
--	---	--	--	---	---	---

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

	<p>5. Increase yield of all NMHU prospective student types yearly by 2%.</p>	<p>student on academic probation. 4.d. In collaboration with the Retention Advisory Council identify new and continue to implement student retention strategies. 4.e. In collaboration with the Graduate School, develop graduate student retention goals and strategies. 5.a. Ongoing-Collaborate with University Relations office to develop both hard copy and digital marketing material for prospective transfer students 5.b. Collaborate with University Relations office and Graduate School to develop both hard copy and digital marketing material for prospective graduate students. 5.c. Develop a communication plan for every specific prospective student type (freshman, transfer, graduate) 5.d. Implement communication plan using Slate for every specific prospective student type (freshman, transfer, graduate) 5.e. Collaborate with each academic department to develop specific messaging to prospective students (freshman, transfer, graduate) 5.f. Engage prospective students (freshman, transfer,</p>	<p>4.d. Developed strategies in place 4.e. Developed goals and strategies in place 5.a. Materials 5.b. Materials 5.c. Comm. plan 5.d. Plan in place 5.e. Messaging</p>	<p>4.d. SEM Personnel/RAC 4.e. SEM Personnel/ Graduate Office 5.SEM Personnel, University Relations, & Academic Departments</p>	<p>5. Every semester</p>	<p>5. Every two years</p>
--	---	--	---	--	---------------------------------	----------------------------------

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

	<p>6. Increase the number of community college partnerships through MOUs and academic program articulations by one agreement per year.</p>	<p>graduate) with messaging using Slate.</p> <p>6.a. Ongoing-Collaborate with UNM-Taos to create transfer student agreement and course articulations.</p> <p>6.b. Ongoing-Collaborate with CNM to create transfer student agreement and course articulations.</p> <p>6.c. Collaborate with SFCC to create transfer student agreement and course articulations.</p> <p>6.d. Collaborate with Mesalands CC to create transfer student agreement and course articulations.</p> <p>6.e. Collaborate with Community College of Denver to create transfer student agreement and course articulations.</p> <p>6.f. Collaborate with San Juan Collage to create transfer student agreement and course articulations.</p> <p>6.g. Collaborate with Pueblo Community College to create transfer student agreement and course articulations.</p> <p>6.h. Collaborate with Dona Ana Community College to create transfer student agreement and course articulations</p>	<p>5.f. Number of messages sent to prospective students</p> <p>6. Agreements /Articulations</p>	<p>6. SEM Personnel</p>	<p>6. Every semester</p>	<p>6. Every year</p>
--	---	---	---	--------------------------------	---------------------------------	-----------------------------

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

	<p>7. Increase the number of financially literate prospective student and their families yearly by 1%.</p> <p>8. By 2020 develop a financial aid program that effectively leverages student scholarships and student financial aid to increase student enrollment.</p> <p>9. Enhance the newmexicohighlands.com web site with appropriate marketing information to advertise NMHU to prospective students</p>	<p>6.i. Collaborate with Dine to create transfer student agreement and course articulations 6.j. Collaborate with SIPI to create transfer student agreement and course articulations 6.k. Collaborate with Northern NM College to create transfer student agreement and course articulations</p> <p>7.a. Ongoing-Host financial literacy workshops at NM high schools for prospective students and their families. 7.b. Ongoing-Host financial literacy workshops for current NMHU students.</p> <p>8.a. Create scholarship and financial aid leveraging plan based on data analysis. 8.b. Propose scholarship and financial leveraging plan to the Executive Management Team.</p> <p>9.a. Ongoing-Assure that every SEM office collaborates with university Relations to update department specific content on both NMHU websites.</p>	<p>7. Sign in sheets & number of participants</p> <p>8. Proposal/Plan</p> <p>9. Updated website</p>	<p>7. SEM Personnel</p> <p>8. VPSEM</p> <p>9. SEM Personnel & University Relations</p>	<p>7. Every semester</p> <p>8. Annually</p> <p>9. Annually</p>	<p>7. Every year</p> <p>8. Every year</p> <p>9. Every year</p>
--	--	---	--	---	---	---

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

	<p>following the yearly student recruitment cycle.</p> <p>10. Increase the number of international partnerships through MOUs by one agreement per year</p>	<p>10.a. Engage English Language Schools in the US to develop partnerships. 10.b. Engage universities abroad to develop partnerships. 10.c. Engage Agents for international students recruitment partnerships. 10.d. Collaborate with Faculty to assist in the development of agreements with universities abroad.</p>	<p>10. Number of agreements /partnerships.</p>	<p>10. SEM Personnel</p>	<p>10. Annually</p>	<p>10. Every year</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendations	Challenge(s)	Budget Consideration (Yes/No)		
<p>1.a. Achieved/Ongoing- Student visits are tracked with Tutor Trac.</p> <p>1.b. Ongoing- Still working with other divisions on campus to develop and submit grants.</p> <p>2.a. Achieved/Ongoing- Implemented the 2018-2019 UG Recruitment Plan</p>	<p>1.a. Fall 2018 and Spring 2019</p> <p>1.b. Spring 2019</p> <p>2.a. Fall 2018</p>		<p>1.a. Tutor Trac implementation was delayed and issue have arisen with the software integration to Ellucian Banner.</p> <p>2.a. A few vacant positions not filled due to budget constraints.</p>	<p>1.a. Yes</p> <p>1.b. No</p> <p>2.a. Yes</p>		

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>Restructured the UG and Admissions office to better serve our student population. Hired new Transfer Admissions Counselor to assist the transfer student population.</p>				
<p>2.b. Achieved/Ongoing- Implemented a new International Student Orientation, still reviewing policies and procedures, and still working on International Student Recruitment Plan.</p>	<p>2.b. Ongoing</p>	<p>2.b. Continue to review policies and procedures and implement an International Student Recruitment Plan.</p>		<p>2.b. No</p>
<p>2.c. Ongoing-Still working on community partnerships with the Native American Community.</p>	<p>2.c. Ongoing</p>	<p>2.c. Continue to enhance partnerships with the Native American Community.</p>		<p>2.c. No</p>
<p>2.d. Ongoing-Still working with the Graduate Office to review process & procedures, create new events, and develop a Graduate Recruitment Plan.</p>	<p>2.d. Ongoing</p>	<p>2.d. Continue to work closely with the Graduate Office.</p>		<p>2.d. No</p>
<p>2.e. Achieved/Ongoing- Established recruitment offices at West Las Vegas High School and Robertson High School. Still working on developing articulation agreements with area community colleges.</p>	<p>2.e. Fall 2019</p>	<p>2.e. Continue communications with area high schools and community colleges to develop agreements.</p>		<p>2.e. No</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>2.f. Achieved-Strategic Enrollment Management Plan Implemented. 2018-2019 Strategic Enrollment Management Plan</p>	<p>2.f. Fall 2018</p>	<p>2.f. Continue updating SEM Plan with new initiatives.</p>		<p>2.f. No</p>
<p>2.g. Achieved-Implemented a new SAP Procedure after a thorough review of the current scholarship criteria.</p>	<p>2.g. Spring 2019</p>	<p>2.g. Continue reviewing policies to better serve our students.</p>		<p>2.g. Yes</p>
<p>2.h. Achieved/Ongoing- Marketing material was created for prospective students and Undergraduate and graduate fact sheets are in the final stages of creation.</p>	<p>2.h. Fall 2018 & Spring 2019</p>	<p>2.h. Continue to review and revise all marketing material.</p>	<p>2.h. Budget constraints and updated course numbers delayed process.</p>	<p>2.h. Yes</p>
<p>2.i. Achieved/Ongoing-SEM Webpage was created and website is currently in the process of being update.</p>	<p>2.i. Summer 2018 & Summer 2019</p>	<p>2.i. Continue to review all SEM webpages to ensure that all information is up to date.</p>		<p>2.i. Yes</p>
<p>2.j. Achieved/Ongoing- Students are contacted by the Academic Support Office to enroll prior to their orientation and first day of class.</p>	<p>2.j. Summer 2018</p>	<p>2.j. Continue communication with admitted students to enroll for classes.</p>		<p>2.j. No</p>
<p>2.k. Achieved/Ongoing- Pre-Registration Blitz was conducted for each semester</p>	<p>2.k. Fall 2018 & Spring 2019</p>	<p>2.k. Continue pre-registrations blitz each semester.</p>		<p>2.k. No</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

2.l. Ongoing-Incentive for pre-registration is a party for all registered students.	2.l. Fall 2018	2.l. Continue to offer incentives to students.	2.l. Budget constraints to obtain various incentives and hold party.	2.l. Yes
2.m. Ongoing-List of non-registered students are provided to each center and each department.	2.m. Fall 2018 and Spring 2019	2.m. Continue providing lists to centers and departments.		2.m. No
2.n. Achieved/Ongoing-Collaboration with Persistence & Completion Academy Team to revise advising model to Student Success Coaches.	2.n. Spring 2019	2.n. Continue collaboration to implement coaching model by Fall 2019.	2.n. Budget constraints/Budget approval	2.n. Yes
3.a. Achieved/Ongoing-Collaborated with Offices to provide events including HU Round Up (Senior Day), LCC NMHU College Night, Junior Day, and Scholar Athlete Banquet.	3.a. Fall 2018 and Spring 2019	3.a. Continue student events.	3.a. Budget constraints	3.a. Yes
3.b. Achieved/Ongoing-Events Meal Away From Home, Workshops at Melody Hall were held for NAC students.	3.b. Fall 2018 and Spring 2019	3.b. Continue student events.	3.b. Budget constraints and lack of student participation.	3.b. Yes
3.c. Achieved/Ongoing-Variou student events were held for all NMHU students.	3.c. Fall 2018 and Spring 2019	3.c. Continue student events.	3.c. Budget constraints and lack of student participation.	3.c. Yes
4.a. Ongoing- Provide weekly advising to all new freshmen through the Office of Academic Support..	4.a. Fall 2018 and Spring 2019	4.a. Continue advising all new freshmen students.	4.a. Budget constraints and lack of staff.	4.a. Yes

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

4.b. Achieved-Enrollment Success Program was implemented.	4.b. Fall 2018 and Spring 2019	4.b. Continue Enrollment Success Program.		4.b. No
4.c. Ongoing-Still working with Academic Affairs to develop student success plan.	4.c. Ongoing	4.c. Continue working with Academic Affairs to develop plan.		4.c. No
4.d. Achieved-Collaborated with the Retention Advisory Council to review and implement updated student retention strategies. Strategies can be located in the 2018-2019 Retention Plan .	4.d. Spring 2019	4.d. Continue to review and implement student retention strategies.		4.d. No
4.e. Ongoing- Still working with Graduate School to develop graduate student retention goals and strategies.	4.e. Ongoing	4.e. Continue working with the Graduate School	4.e. Budget Constraints	4.e. Yes
5.a. Ongoing-Still working with University Relations to develop hard copy and digital marketing material for prospective transfer students.	5.a. Ongoing	5.a. Continue working with University Relations to develop marketing material.	5.a. Budget Constraints	5.a. Yes
5.b. Ongoing-Still working with University Relations and the Graduate School to develop both hard copy and digital marketing material for prospective graduate students.	5.b. Ongoing	5.b. Continue working with University Relations and Graduate School to develop marketing materials.	5.b. Budget Constraints	5.b. Yes

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>5.c. Achieved/Ongoing-Communication plan has been developed for first time freshmen. Still working on transfer and graduate communication plans.</p>	<p>5.c. FTF Spring 2019 5.c. Transfer ongoing</p>	<p>5.c. Continue working on communication plans for both transfer and graduate students.</p>		<p>5.c. No</p>
<p>5.d. Achieved/Ongoing-Communication plan through Slate has been developed and implemented for first time freshmen. Still working on transfer and graduate communication plan through Slate.</p>	<p>5.d. FTF Fall 2018 5.d. Transfer ongoing 5.d. Graduate ongoing</p>	<p>5.d. Continue working communication plans for both transfer and graduate students through Slate.</p>		<p>5.d. No</p>
<p>5.e. Ongoing-Still working with departments to develop specific messaging to prospective students.</p>	<p>5.e. Summer 2019</p>	<p>5.e. Continue working with departments to develop their specific messaging.</p>		<p>5.e. No</p>
<p>5.f. Ongoing-Messaging through Slate has been utilized. Messages include registration, financial aid information, orientation information, etc.</p>	<p>5.f. Fall 2018</p>	<p>5.f. Continue utilizing Slate for messaging.</p>	<p>5.f. Funds will be needed to build the communication plans in Slate</p>	<p>5.f. Yes</p>
<p>6.a. Achieved- transfer student agreement and course articulations in all STEM disciplines.</p>	<p>6.a. Fall 2018</p>			<p>6.a. No</p>
<p>6.b. Ongoing-Still working with CNM to create transfer student agreement and course articulations.</p>	<p>6.b. ongoing</p>	<p>6.b. Continue working with CNM to complete student agreement and course articulations.</p>		<p>6.b. No</p>
<p>6.c. Ongoing-Still working with SFCC to create transfer</p>	<p>6.c. ongoing</p>	<p>6.c. Continue working with SFCC to complete student agreements and course articulations.</p>		<p>6.c. No</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

student agreement and course articulations.				
6.d. Ongoing-Still working with Mesalands CC to create transfer student agreement and course articulations.	6.d. ongoing	6.d. Continue working with Mesalands CC to complete student agreements and course articulations.		6.d. No
6.e. Ongoing-Still working with Community College of Denver to create transfer student agreements and course articulations.	6.e. ongoing	6.e. Continue working with Community College of Denver to complete student agreements and course articulations.		6.e. No
6.f. Ongoing-Still working with San Juan College to create transfer student agreement and course articulations.	6.f. ongoing	6.f. Continue working with San Juan College to complete student agreement and course articulations.		6.f. No
6.g. Ongoing-Still working with Pueblo Community College to create transfer student agreement and course articulations.	6.g. ongoing	6.g. Continue working with Pueblo Community College to complete student agreement and course articulations.		6.g. No
6.h. Ongoing-Still working with Dona Ana Community College to create transfer student agreement and course articulations.	6. h. ongoing	6.h. Continue working with Dona Ana Community College to complete student agreement and course articulations.		6.h. No
6.i. Ongoing-Still working with Dine to create transfer student agreement and course articulations.	6.i. ongoing	6.i. Continue working with Dine to complete student agreement and course articulations.		6.i. No
6.j. Ongoing-Still working with SIPI to create transfer	6.j. ongoing	6.j. Continue working with SIPI to complete student agreement and course articulations.		6.j. No

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

student agreement and course articulations.				
6.k. Ongoing-Still working with Northern NM to create transfer student agreement and course articulations.	6.k. ongoing	6.k. Continue working with Northern NM to complete student agreement and course articulations.		6.k. No
7.a. Achieved-Held financial literacy workshops at NM high schools.	7.a. Fall 2018 and Spring 2019	7.a. Continue to hold financial aid literacy workshops for prospective students.	7.a. Budget constraints for travel.	7.a. Yes
7.b. Achieved-Held financial literacy workshops at centers and Las Vegas campus.	7.b. Fall 2018- and Spring 2019	7.b. Continue to hold financial aid literacy workshops for current students.	7.b. Budget constraints for travel to centers.	7.b. Yes
8.a. Achieved-In collaboration with the Financial Aid Office, created a scholarship and financial aid leveraging plan.	8.a. Fall 2018	8.a. Continue to review and revise, if necessary, the scholarship and financial aid leveraging plan.	8.a. Scholarship funds constraints.	8.a. Yes
8.b. Achieved-In collaboration with the Financial Aid Office, proposed and received approval for the scholarship and financial aid leveraging plan.	8.b. Spring 2019	8.b. Continue to review and revise, if necessary, the scholarship and financial aid leveraging plan.	8.b. Scholarship funds constraints.	8.b. Yes
9.a. Achieved-All SEM offices collaborated with University Relations to update department content on both NMHU websites.	9.a. Fall 2018			9.a. No
10.a. Achieved-Agreement with ESUALS is in place.	10.a. Fall 2018	10.a. Continue agreement with ESUALS.		10.a. No

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>10.b. Ongoing-Agreement with universities aboard.</p> <p>10.c. Achieved/Ongoing-Contracting with Agents for international student recruitment partnerships.</p> <p>10.d. Ongoing-Still working with faculty to assist in the development of agreements and universities aboard.</p>	<p>10.b. Ongoing</p> <p>10.c. Spring 2019</p> <p>10.d.. Ongoing</p>	<p>10.b. Continue agreement with Study Aboard.</p> <p>10.c. Continue working on obtaining agents for international student recruitment partnerships.</p> <p>10.d. Continue working with faculty to develop agreements.</p>	<p>10.c. Budget constraints.</p>			<p>10.b. No</p> <p>10.c. Yes</p> <p>10.d. Yes</p>
<p>3. Highlands University will achieve a vibrant campus life.</p>	<p>1. Provide assistance in the development and implementation of student activities every semester on the Las Vegas and Center campuses.</p>	<p>1.a. Ongoing-Host on-campus social events for current students in collaboration with Student Affairs.</p> <p>1.b. Ongoing-Host on-campus events for prospective freshmen students and high school counselors.</p> <p>1.c. Ongoing-Host on-campus events for prospective transfer students and community college student advisors.</p>	<p>1.a. Number of events & students attending events</p> <p>1.b. Number of students attending events that were admitted</p> <p>1.c. Number of students attending events that were admitted</p>	<p>1. All SEM personnel</p>	<p>1. Annually</p>	<p>1. Yearly</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Recommendations</p>	<p>Challenge(s)</p>			<p>Budget Consideration (Yes/No)</p>
<p>1.a. Achieved/Ongoing-Social events for current students are being held throughout semester.</p>	<p>1.a. Fall 2018 and Spring 2019</p>	<p>1. a. Continue to collaborate with Student Affairs Office to host social events for current students.</p>	<p>1.a. Budget constraints</p>			<p>1.a. Yes</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>1.b. Achieved/Ongoing-In collaboration with Recruitment and Undergraduate Admissions office, hosted on-campus such as Counselor Workshop, HU Roundup, and College Night.</p>	<p>1.b. Fall 2018 and Spring 2019</p>	<p>1.b. Continue to collaborate with SEM offices to host on-campus events for prospective freshmen students and high school counselors.</p>	<p>1.b. Budget constraints</p>			<p>1.b. Yes</p>
<p>1.c. Achieved/Ongoing-In collaboration with Centers and Registrar’s SFCC STM Faculty trip to Rio Mora</p>	<p>1.c. Spring 2019</p>	<p>1.c. Continue to collaborate with offices to host on-campus events for transfer students.</p>	<p>1.c. Budget constraints</p>			<p>1.c. Yes</p>
<p>4. Highlands University will be a community partner.</p>	<p>1. Increase the number of local and regional partnerships through MOUs by one agreement per year.</p>	<p>1.a. Collaborate with Alamo Navajo High School to create agreement to increase number of students enrolling at NMHU 1.b. Collaborate with Santa Fe Indian School to create agreement to increase number of students enrolling at NMHU.</p>	<p>1.Increased MOUs & Agreements</p>	<p>1. All SEM Personnel</p>	<p>1.Annually</p>	<p>1. Yearly</p>
<p>Action Status w/Description (Achieved, Ongoing, Stop)</p>	<p>Completion Date(s)</p>	<p>Recommendations</p>	<p>Challenge(s)</p>			<p>Budget Consideration (Yes/No)</p>
<p>1.a. Achieved-Agreement with Alamo Navajo High School in place.</p>	<p>1.a. Spring 2020</p>					<p>1.a. No</p>
<p>1.b. Ongoing-Still working with Santa Fe Indian School to create agreement to increase</p>	<p>1.b. Ongoing</p>	<p>1.b. Continue working with Santa Fe Indian School to create agreement.</p>				<p>1.b. No</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>number of students enrolling at NMHU.</p>						
<p>5. Highlands University will achieve technological advancement and innovation.</p>	<p>1. The goal of the SEM Office is to improve data reporting and analysis using state of the art technology</p> <p>2. Use technology available to make data driven decisions to increase student enrollment, retention, and graduation.</p>	<p>1. Ongoing-Create a data warehouse that will allow for easy data retrieval and data analytics</p> <p>2.a. Ongoing-Create yearly or term specific reports to measure recruitment, enrollment, retention and student support efforts using Slate, Banner, Labtracker, Nettutor, and other technologies to improve data driven decisions.</p> <p>2.b. Ongoing-By August 2019, provided an efficient automated Banner process to package prospective student aid by November of each year.</p> <p>2.c. Ongoing-Enhance use of Banner modules to process and track international students.</p> <p>2.d. Ongoing-Purchase and implement TutorTrac</p>	<p>1. Number of increased accurate reporting documents</p> <p>2. Data driven decisions</p>	<p>1. All SEM Personal</p> <p>2. All SEM Personnel</p>	<p>1. Every June</p> <p>2. Annually</p>	<p>1. Yearly</p> <p>2.Yearly</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendations	Challenge(s)	Budget Consideration (Yes/No)
<p>1. Ongoing-Data warehouse has not been established to allow for easy data retrieval and data analytics. However, SEM Offices are collaborating with the Office of Institutional Research to obtain necessary data and data analytics. Documents created include 2018-2019 KEI Report; 2018-2019 Strategic Enrollment Management Plan; 2018-2019 Retention Plan</p>	<p>1. Ongoing</p>	<p>1. Continue working with the Office of Institutional Research to obtain data to create reporting documents.</p>		<p>1. No</p>
<p>2.a. Achieved/Ongoing-Year and mid-year reports are being created to measure recruitment, enrollment, retention, and student support efforts.</p>	<p>2.a. Fall 2018</p>	<p>2.a. Continue to create reports to measure recruitment, enrollment, retention, and student support efforts.</p>		<p>2.a. No</p>
<p>2.b. Partially achieved Ongoing-Student aid packages created 6-weeks</p>	<p>2.b. Spring 2019</p>	<p>2.b. Continue reviewing process to package prospective student aid.</p>	<p>2.b. Government shut down delayed retrieval of FAFSAs.</p>	<p>2.b. No</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

<p>earlier this year compared to last year.</p> <p>2.c. Ongoing-Still working with ITS to enhance Banner modules to process and track international students.</p> <p>2.d. Achieved-Tutor Trac has been purchased and implemented in all SEM Offices and some student support offices. Also purchased TES software but it is still being implemented</p>	<p>2.c. Ongoing</p> <p>2.d. Spring 2019</p>	<p>2.c. Continue working with ITS to enhance Banner modules.</p> <p>2.d. Continue reviewing TutorTrac to ensure it is utilized.</p>		<p>2.c. No</p> <p>2.d. Yes</p>		
<p>6. Highlands University will achieve enhanced communication and efficiency.</p>	<p>1. To communicate effectively and efficiently with current and prospective student populations yearly.</p>	<p>1.a. Ongoing-Develop a master communication plan for outreach to prospective, current, and non-retained students by August 2019.</p> <p>1.b. Ongoing-Develop a master communication plan for outreach to NMHU offices and departments by August 2019.</p> <p>1.c. Ongoing-Develop a customer service master plan to effectively and timely assist current and prospective students by August 2019.</p>	<p>1. a. Plan 1. b. Plan 1.c. Plan</p>	<p>1. All SEM Personnel</p>	<p>1. August 2019</p>	<p>1. Semi-annually</p>

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendations	Challenge(s)	Budget Consideration (Yes/No)
1.a. Ongoing-Still working on developing a master communication plan for outreach to prospective, current, and non-retained students.	1.a. Spring 2019	1.a. Continue working on master communication plan.		1.a. No
1.b. Ongoing-Still working on developing a master communication plan for NMHU offices and departments.	1.b. ongoing	1.b. Continue working on master communication plan.		1.b. No
1.c. Ongoing-Still working on a customer service master plan to assist current and prospective students.	1.c. ongoing	1.c. Continue working on master communication plan.		1.c. No

Notes: Units are generally defined by budget. Units do not have to address every strategic goal in their unit plans. However, units are encouraged to include plans for Goals 5 and 6.