

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
1. <i>Highlands University will achieve academic excellence, academic integration and student success.</i>	<ol style="list-style-type: none"> 1. Provide data support for academic success initiatives 2. Support and promote excellence in academic outcomes assessment 3. Oversee accreditation activities in preparation for Focused Visit 4. Develop institution-wide strategy for using survey data more effectively 	<ol style="list-style-type: none"> 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 3. Coordinate outcomes assessment (OA) process 4. Prepare Evidence Document for HLC Focused Visit Meet with relevant stakeholders to draft survey use policy 	<ol style="list-style-type: none"> 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 4. HLC Focused Visit will result in positive outcome for institution 5. Draft version of survey use policy will be developed 	Director / OIER Staff	<ol style="list-style-type: none"> 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 4. Focused Visit will take place March 30-31, 2020 5. Survey use policy will be ongoing project with preliminary results in late fall 2020 	Annually and ongoing
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)		
- Ongoing		<ul style="list-style-type: none"> - 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. - License with Survey Monkey has been re-worked. Individual offices will have more autonomy in the survey process. - State and federal reporting process will remain a 	<ul style="list-style-type: none"> - Collecting Outcomes Assessment materials in a timely manner remains a challenge. The switch to a 2-year reporting cycle for Outcomes Assessment has helped in some ways but also created some additional confusion. - Focused Visit was postponed to October 2020. - Coordinating the change in the Survey Monkey license was a challenge. 	No. Long term we may want to explore data reporting software. We may also want to review other survey software at some time.		

		<p>priority. These reports have been completed in an accurate and timely manner despite challenges posed by increasing demands from regulatory bodies.</p>	<ul style="list-style-type: none"> - COVID-19 has been challenging for all campus stakeholders; however the OIER office has remained fully operational during the pandemic with no loss of productivity. - The reporting burden at the state level has increased significantly, placing additional stress on the office. 	
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<p>2. <i>Highlands University will achieve strategic enrollment management.</i></p>	<p>1. Support strategic enrollment management (SEM) initiatives</p>	<p>1. Provide recruitment and enrollment data to SEM offices as requested 2. Work with SEM to develop Key Enrollment Indicators (KEI) to track enrollment and retention trends 3. 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)		
<ul style="list-style-type: none"> - Ongoing 		<ul style="list-style-type: none"> - 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. Also recommend maintaining reporting structure for the SEM Plan. 	<ul style="list-style-type: none"> - 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. Both the KEI report and the SEM Plan seem to be in some danger of becoming less relevant. 	<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>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
<p>- Ongoing</p>		<p>- Recommend exploring ways to broaden data availability for Student Services. - Co-curricular outcomes assessment (CCOA) process has been revived. Recommend working with senior administration to ensure that CCOA remains appropriately prioritized.</p>		<p>- Although the OIER offices provides occasional data support for Student Services, the level of support is modest at best. Need to explore ways to provide data more effectively to Student Services. - The somewhat de-centralized nature of the CCOA process remains a challenge.</p>		<p>- No</p>

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4. <i>Highlands University will be a community partner.</i>	1. Provide data support for community liaisons	1. 1. Work with community liaisons to track level of community engagement	1. 1. Community activities by HLC stakeholders will be coded and stored in a manner to allow effective reporting	OIER Director	1. 1. Preliminary results will be available in spring 2020	N/A
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)		Budget Consideration (Yes / No)
- Ongoing		- Continue working with community liaison office to collect data about community service activities in which the university is engaged. Provide summary and analysis of community engagement data.		- Community liaison office was gaining momentum when COVID-19 struck, but necessarily lost some momentum after that.		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 and data reporting 2. Develop dashboards and key performance indicators (KPIs) using available software including, Microsoft Access and Excel 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 use of VBA applications when complete</p>	<p>Ongoing</p>
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<p>- Ongoing</p>		<ul style="list-style-type: none"> - Continue to explore software solutions for assessment and data reporting. - Broaden development of key performance indicators in communication with campus stakeholders. - Continue streamlining complex data operations using stored queries and VBA coding as appropriate. 	<ul style="list-style-type: none"> - Budget limitations currently do not allow us to pursue expensive software solutions. - Changes in planning, reporting and assessment activities have created challenges for automating data operations. 	<p>- Yes. Software solutions are expensive.</p>		

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<p>6. <i>Highlands University will achieve enhanced communication and efficiency.</i></p>	<ol style="list-style-type: none"> 1. Ensure that institutional data is available through multiple channels 2. Optimize communication channels between OIER office and campus stakeholders 3. Create a more usable and user-friendly institutional Factbook 	<ol style="list-style-type: none"> 1. Maintain and update OIER, assessment, and accreditation websites 2. Maintain and update SharePoint sites for assessment and accreditation 3. Optimize OIER operations to help ensure maximum efficiency in processing data requests 4. Evaluate content and format of current Factbook to determine areas of possible improvement 	<ol style="list-style-type: none"> 1. Website and SharePoint sites reflect current and complete reports and documents 2. Documented system in place for processing data requests 3. Stakeholders using revised Factbook will indicate high level of satisfaction with changes 	<p>Director / OIER Staff</p>	<ol style="list-style-type: none"> 1. Website and SharePoint sites are available for review by campus stakeholders 2. Customer satisfaction with data availability and data request process will be assessed through communication with stakeholders 3. Revised version of Factbook will be ready in spring 2020 	<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>- Factbook content was evaluated through multiple channels and some modifications made. We need to continue to explore ways to publish data most effectively to multiple stakeholders.</p>	<p>- A main challenge is trying to find the most efficient and effective ways to disseminate those data to diverse audiences, as data needs vary broadly across campus stakeholders.</p>	<p>No</p>		