

# New Mexico State University Living the Vision Board of Regents Meeting March 8, 2010



## *Living the vision: A performance plan for excellence*

### **NMSU Mission**

New Mexico State University is the state's land grant university, serving the educational needs of New Mexico's diverse population through comprehensive programs of education, research, extension education and public service.

### **NMSU Vision**

By 2020, New Mexico State University will be a premier university as evidenced by demonstrated and quantifiable excellence in teaching, research and service relative to its peer institutions.

**Definition of Premier University:** *To meet its vision of being a premier university, NMSU will be among the top quartile of defined peer institutions on 80% of identified measures of academic program and teaching equality faculty quality and research productivity and economic benefit to New Mexico.*

## **NMSU Peer Institutions Revised December 2007**

**Colorado State University  
Iowa State University  
Kansas State University  
Montana State University  
Oklahoma State University  
Oregon State University  
Texas Tech University  
University of Arizona  
University of Idaho  
University of Nevada - Reno  
University of New Mexico  
University of Texas at El Paso  
University of Wyoming  
Utah State University  
Washington State University**

**Goal 1 - To be nationally and internationally recognized for its academic programs at all academic levels**

**Objective 1 - Attract increasing numbers of well-qualified students**

1.1.1 ACT Composite Score of the 75th Percentile

**Objective 2- Enroll a competitive proportion of in-state two-year institution, out-of-state, international and graduate students**

1.2.1 Yield Rate First-Time Freshman

1.2.2 Ratio of Graduate to Undergraduate Enrollment

**Objective 3 - Increase access to academic degree programs through distance education modalities**

1.3.1 Distance Education Student Credit Hour (SCH) Growth

**Objective 4 - Increase retention and graduation rates**

1.4.1 One Year Retention Rate

1.4.2 Six Year Graduation Rate

1.4.3 Weighted Graduation Rate

**Goal 2 - To have a high quality, diverse faculty, staff and student body at all academic levels**

**Objective 1 - Increase diversity among students, staff and faculty**

2.1.1 Percentage of Minority Faculty

2.1.2 Percentage of Minority Students

**Objective 2- Attract and tenure faculty with terminal degrees and provides competitive, comprehensive compensation package**

2.2.1 Average Faculty Salary

**Objective 3 - Provide faculty in adequate numbers to assure quality teaching and academic support**

2.3.1 Instructional Quality, % SCH Taught by Tenure/TT Faculty FTE

2.3.2 Instructional Productivity, SCH per Faculty FTE

2.3.3 Student/Faculty Ratio

**Objective 4 - Provide affordable educational opportunities to New Mexicans**

2.4.1 Percentage of Need Met

2.4.2 Cost of Attendance In-State On-Campus

**Goal 3 - To be nationally and internationally recognized in research and creative activity**

**Objective 1 - Obtain increasing levels of external funding for research**

3.1.1 Research Expenditure Growth

3.1.2 Research Expenditure per Faculty FTE

**Objective 2- Increase discipline specific creative activities**

3.2.1 Creative Activity Growth

**Objective 3 - Provide faculty in adequate numbers to assure quality teaching and academic support**

3.3.1 Interdisciplinary Proposal Growth

**Goal 4 - To serve as an engine for economic, social, educational and community development in New Mexico**

**Objective 1 - Increase the educational level and earning power of New Mexicans**

4.1.1 Undergraduate Degrees Awarded Growth

4.1.2 Graduate Degrees Awarded Growth

**Objective 2- Increase technology transferred from university research and creative activity to New Mexico businesses**

4.2.1 Research Park Tenant Employers

4.2.2 Invention Disclosures

**Objective 3 -Increase extension and outreach facilitating economic, social, educational and community development**

4.3.1 Clientele Served by Extension Per Capita

<b>Goal 5 - To be an excellent steward of all resources</b>	
<b>Objective 1 - Increase the endowment</b>	
5.1.1	Endowment Value per Total University Expense
5.1.2	Alumni Giving Rate
<b>Objective 2- Appropriately allocate resources for instruction, research, service and administration</b>	
5.2.1	Instructional Expense per Student FTE
5.2.2	Administrative Employee FTE per Total FTE
<b>Objective 3 - Obtain increasing levels of instructional funding</b>	
5.3.1	Instructional SCH Growth
5.3.2	Instructional Formula Dollar Growth



# What We Are Doing Well

**Goal 2: To have a high quality, diverse faculty, staff and student body at all academic levels**

**Objective 1: Increase diversity among students, staff and faculty**

**TABLE 2.1.1**  
**NMSU and New Peer Institutions**  
**Percentage of Minority Faculty, 2008 \***

Rank	University	Minority Faculty		
		Total Faculty (Full and Part-Time)	Total Minority Faculty	Percentage Minority Faculty
1	University of Texas - El Paso	931	362	38.9%
2	University of New Mexico*	2,648	509	19.2%
3	University of Nevada - Reno	1,038	180	17.3%
4	University of Arizona	2,854	452	15.8%
5	<b>New Mexico State University</b>	1,004	158	15.7%
6	Texas Tech University	1,325	201	15.2%
7	Iowa State University	2,505	332	13.3%
8	Kansas State University	1,496	192	12.8%
9	Oregon State University	1,943	190	9.8%
10	Oklahoma State University	1,473	129	8.8%
11	Washington State University	2,312	198	8.6%
12	Colorado State University	1,617	135	8.4%
13	University of Wyoming*	1,083	89	8.2%
14	University of Idaho	913	64	7.0%
15	Utah State University	837	53	6.3%
16	Montana State University*	979	18	1.8%

\*University of New Mexico, University of Wyoming, and Montana State University data from Fall 2007, All other data from Fall 2008

\*\*Source, Most Recent IPEDS HR Surveys available

Goal 2: To have a high quality, diverse faculty, staff and student body at all academic levels

Objective 1: Increase diversity among students, staff and faculty

**TABLE 2.1.2**  
**NMSU and New Peer Institutions**  
**Percentage of Minority Students, 2008-2009**

Rank	University	Minority Students		
		Total Students	Total Minority Students	Percentage Minority Students
1	The University of Texas at El Paso	24,111	19,074	79.1%
2	New Mexico State University	20,615	9,782	47.5%
3	University of New Mexico	30,039	13,212	44.0%
4	University of Arizona	42,053	10,963	26.1%
5	Texas Tech University	31,379	6,765	21.6%
6	University of Nevada-Reno	19,633	3,610	18.4%
7	Oklahoma State University	26,417	4,356	16.5%
8	Oregon State University	24,231	3,702	15.3%
9	Washington State University	29,038	4,128	14.2%
10	Colorado State University	32,047	4,008	12.5%
11	Kansas State University	26,745	2,479	9.3%
12	Iowa State University	30,331	2,637	8.7%
13	University of Idaho	16,242	1,357	8.4%
14	Montana State University	14,278	834	5.8%
15	University of Wyoming	16,981	962	5.7%
16	Utah State University	17,198	862	5.0%

Source: \*\* Fall 2009 IPEDS 12 Month Enrollment Survey (Data for 2008-2009 Academic Year), preliminary counts as of 2/8/10

**Goal 2: To have a high quality, diverse faculty, staff and student body at all academic levels**

**Objective 3: Provide Faculty in adequate numbers to assure quality teaching and academic support**

**TABLE 2.3.2**  
**NMSU and New Peer Institutions**  
**Student Credit Hours (SCH) Per Instructional Faculty FTE, 2008-09**

Rank	University	Student Credit Hours (SCH)		
		Total Instructional Faculty FTE	Total SCH	SCH per Instructional Faculty
1	Texas Tech University	1,187.0	789,374	665.0
2	The University of Texas at El Paso	754.3	473,101	627.2
3	Colorado State University	1,328.3	699,845	526.9
4	<b>New Mexico State University</b>	<b>803.3</b>	<b>409,358</b>	<b>509.6</b>
5	Oregon State University	1,689.0	813,502	481.6
6	Utah State University	814.3	375,096	460.6
7	Kansas State University	1,368.7	572,945	418.6
8	Oklahoma State University	1,357.0	562,630	414.6
9	University of Nevada-Reno	956.7	394,468	412.3
10	University of Arizona	2,415.3	995,549	412.2
11	Montana State University*	794.0	310,377	390.9
12	University of Idaho	795.0	294,787	370.8
13	Washington State University	2,072.0	673,859	325.2
14	Iowa State University	2,292.3	709,356	309.4
15	University of New Mexico *	2,018.0	611,059	302.8
16	University of Wyoming*	1,032.0	308,286	298.7

Source: IPEDS Human Resources & 12 Month Enrollments Survey, 2009 (2008-2009 Year), Preliminary Counts as of 2/8/10

\* Montana State University, University of New Mexico Main Campus, and University of Wyoming Data represent 2007-2008 Year, most current year available

**Goal 2: To have a high quality, diverse faculty, staff and student body at all academic levels**

**Objective 4: Provide affordable educational opportunities to New Mexicans**

**Table 2.4.2**  
**NMSU and New Peer Institutions**  
**Cost of Attendance - In State, On Campus Students**  
**2009-2010 Academic year**

Rank	University	Cost of Attendance – In State on Campus Students
1	Utah State University	\$14,418
2	University of Wyoming	\$16,020
3	University of New Mexico	\$17,197
4	New Mexico State University	\$17,434
5	Montana State University	\$17,468
6	Colorado State University	\$18,054
7	Texas Tech University	\$18,288
8	Iowa State University	\$18,366
9	Kansas State University	\$18,399
10	University of Idaho	\$18,480
11	Oklahoma State University	\$19,082
12	The University of Texas at El Paso	\$19,115
13	Oregon State University	\$19,133
14	University of Nevada-Reno	\$20,345
15	University of Arizona	\$20,519
16	Washington State University	\$22,297

Source: Integrated Postsecondary Education Data System (IPEDS) Institutional Characteristics Surveys, Fall 2009, Preliminary Numbers as of 2/8/10

**Goal 5: To be an excellent steward of all resources**

**Objective 2: Appropriately allocate resources for instruction, research, service and administration**

**TABLE 5.2.2**  
**NMSU and New Peer Institutions**  
**Fall Calculated FTE Student Per Executive/Administrative/Managerial FTE**  
**2008**

Rank	University	FTE Student per Admin FTE
1	University of Arizona	220.3
2	University of Idaho	180.7
3	Iowa State University	174.6
4	Oklahoma State University	147.8
5	New Mexico State University	131.1
6	Utah State University	119.7
7	University of Nevada-Reno	119.6
8	University of Wyoming	100.7
9	Colorado State University	90.9
10	Oregon State University	72.2
11	The University of Texas at El Paso	70.5
12	Washington State University	68.9
13	Kansas State University	66.0
14	Montana State University	60.0
15	Texas Tech University	55.9
16	University of New Mexico	32.9

Source: Integrated Postsecondary Education Data System (IPEDS) Financial & Human Resources and 12 Month Enrollment Survey for 2008-2009 Academic Year, Preliminary Data as of 2/8/10

# Opportunities For Improvement

**Goal 1: To be nationally and internationally recognized for its academic programs at all academic levels**

**Objective 1: Attract increasing numbers of well-qualified students**

**TABLE 1.1.2 Supplemental  
NMSU and New Peer Institutions  
2009 Merit Scholars\***

Rank	University	Number of Merit Scholars
1	University of Arizona	78
2	Iowa State University	40
3	University of Idaho	21
4	Oklahoma State University	11
5	Texas Tech University	10
7	Colorado State University	9
7	University of Nevada - Reno	9
10	Montana State University	8
10	Kansas State University	8
10	Oregon State University	8
11	Washington State University	3
14	University of New Mexico	2
14	University of Wyoming	2
14	Utah State University	2
15	<b>New Mexico State University</b>	<b>1</b>
16	University of Texas - El Paso	0

\* Represents awardees enrolling in the 2009 entering class of respective university


Source: National Merit Scholarship Corporation 2008-09 Annual Report



**Goal 1: To be nationally and internationally recognized for its academic programs at all academic levels**

**Objective 4: Increase Retention and Graduation Rates**

**TABLE 1.4.1**  
**NMSU and New Peer Institutions**  
**One-Year Retention Rate of First-time, Full-time,**  
**Degree-seeking Undergraduate Students, Fall 2007**  
**(Ranked by Highest Percentage of Retention Rate)**

<b>Rank</b>	<b>University</b>	<b>Entered Fall 2007 and returned in Fall 2008</b>
1	Iowa State University	84%
3	Colorado State University	82%
3	Washington State University	82%
4	Oregon State University	81%
5	Texas Tech University	80%
6	University of Arizona	79%
9	University of Idaho	77%
9	Oklahoma State University	77%
9	University of New Mexico	77%
10	University of Nevada - Reno	75%
12	Kansas State University	74%
<b>12</b> 	<b>New Mexico State University</b>	<b>74%</b>
13	Utah State University	73%
15	Montana State University	72%
15	University of Wyoming	72%
16	University of Texas - El Paso	70%

Source: Integrated Postsecondary Education Data System (IPEDS) Enrollment Survey, Fall 2008

**Goal 2: To have a high quality, diverse faculty, staff and student body at all academic levels**

**Objective 2: Attract and Tenure faculty with terminal degrees and provide competitive, comprehensive compensation package**

**TABLE 2.2.1**  
**NMSU and New Peer Institutions**  
**Average Salary of Full-Time Instructional Faculty Across All Ranks, 2008-09**

Rank	University	Average Faculty Salary (All Ranks)
1	University of Nevada - Reno	\$88,342
2	University of Arizona	\$87,187
3	Iowa State University	\$82,992
4	Colorado State University	\$81,218
5	University of New Mexico	\$79,134
6	University of Wyoming	\$76,173
7	Washington State University	\$75,707
8	Texas Tech University	\$72,383
9	Kansas State University	\$71,789
10	Oklahoma State University	\$71,716
11	University of Idaho	\$70,479
12	Utah State University	\$70,078
13	Oregon State University	\$69,713
14	<b>New Mexico State University</b>	\$67,658
15	Montana State University	\$65,562
16	University of Texas - El Paso	\$65,536

Source: Integrated Postsecondary Education Data System (IPEDS) Human Resources Survey, 2008-09

**Goal 3: To be nationally and internationally recognized in research and creative activity**

**Objective 1: Obtain increasing levels of external funding for research**

**TABLE 3.1.1**  
**NMSU and New Peer Institutions**  
**Total Research Expenditures Growth, 2006-07 to 2007-08**

Rank	University	2006-07 Research Expenditures	2007-08 Research Expenditures	Research Expenditures Growth
1	Washington State University	\$144,594,498	\$185,534,118	28.3%
2	Oklahoma State University	\$77,647,426	\$91,406,071	17.7%
3	University of Wyoming	\$40,859,263	\$46,535,449	13.9%
4	Utah State University	\$105,897,067	\$118,290,596	11.7%
5	University of Texas - El Paso	\$33,965,655	\$37,810,401	11.3%
6	University of Nevada - Reno	\$71,177,006	\$79,171,720	11.2%
7	University of New Mexico	\$132,061,402	\$142,340,188	7.8%
8	University of Arizona	\$351,199,000	\$373,943,000	6.5%
9	Kansas State University	\$106,887,529	\$113,129,964	5.8%
10	Montana State University	\$97,220,720	\$101,563,851	4.5%
11	Oregon State University	\$164,435,514	\$171,631,912	4.4%
12	Iowa State University	\$153,245,825	\$158,231,457	3.3%
13	Colorado State University	\$166,428,167	\$167,907,810	0.9%
14	Texas Tech University	\$43,657,661	\$42,093,730	-3.6%
15	University of Idaho	\$66,875,907	\$63,175,517	-5.5%
16	<b>New Mexico State University</b>	<b>\$123,542,995</b>	<b>\$110,408,994</b>	<b>-10.6%</b>

\*Source: IPEDS Spring Finance Surveys

**Goal 5: To be an excellent steward of all resources**

**Objective 1: Increase the endowment**

**TABLE 5.1.2**  
**NMSU and New Peer Institutions**  
**Average Alumni Giving Rate, 2006-07**

Rank	University	Average Alumni Giving Rate
1	Kansas State University	20%
2	Washington State University	18%
3	Texas Tech University	17%
4	Iowa State University	16%
4	Oklahoma State University	16%
6	Oregon State University	15%
6	University of Idaho	15%
8	Montana State University	11%
8	University of Nevada - Reno	11%
8	University of Wyoming	11%
11	Colorado State University	10%
11	University of New Mexico	10%
11	Utah State University	10%
14	University of Texas - El Paso	8%
15	<b>New Mexico State University</b>	<b>7%</b>
15	University of Arizona	7%

Source: U.S. News and World Report "America's Best Colleges" Survey - 2009 Edition

# The Colleges

**Goal 1: To be nationally and internationally recognized for its academic programs at all academic levels**

**Objective 4: Increase Retention and Graduation Rates**

**Table 1.4.1 b**  
**NMSU - Las Cruces Campus by College**  
**One-Year Retention Rate within Institution of First-Time, Full-Time,**  
**Degree-Seeking Undergraduate Students,**  
**Fall 2008 and Fall 2009**

<b>Rank</b>	<b>College</b>	<b>Entered Fall 2007 and Returned Fall 2008</b>	<b>Entered Fall 2008 and Returned Fall 2009</b>
1	Ag., Consumer & Environmental Sciences	77.9%	78.7%
2	Engineering	77.3%	78.0%
3	Education	76.1%	77.3%
4	Business	75.4%	76.2%
5	Arts and Sciences	73.2%	74.0%
6	Health and Social Services	77.0%	69.1%

\* One Year Retention Rate Institution wide for, NMSU Main Campus First Time Degree Seekers Fall 2008 to Fall 2009: 75.6%

Source: Institutional Research, Planning & Outcomes Assessment Queries of Student Databases

**Goal 2: To have a high quality, diverse faculty, staff and student body at all academic levels**

**Objective 3: Provide Faculty in adequate numbers to assure quality teaching and academic support**

**TABLE 2.3.2**  
**NMSU - Las Cruces Campus by College**  
**Student Credit Hours (SCH) Per Faculty FTE**  
**Fall, 2009**

Rank	College	Student Credit Hours (SCH)		
		Faculty FTE	Total SCH	SCH per Instructional Faculty
1	Business	83	27,298	328.9
2	Arts and Sciences	351.7	111,260	316.3
3	Health and Social Services	78.3	16,329	208.5
4	Education	104.3	21,196	203.2
5	Engineering	83	14,954	180.2
6	Ag., Consumer & Environmental Sciences	122.3	15,822	129.4

\* SCH per Faculty FTE, NMSU Main Campus, Fall 2009: 251.7

\*\*Total Faculty FTE based on Full-Time indicator in HR Data. Faculty FTE = Full time Faculty + 1/3 Part Time Faculty

Source: Institutional Research, Planning & Outcomes Assessment, Cognos cube supplied by Administrative Data Management (NMSU) & Fall Census Comparative Reports

**Goal 5: To be an excellent Steward of all Resources**

**Objective 3: Obtain Increasing levels of instructional funding**

**TABLE 5.3.1**  
**NMSU - Las Cruces Campus by College**  
**Instructional Student Credit Hour Growth**  
**Fall, 2009**

Rank	College	Student Credit Hours Fall 2008	Student Credit Hours Fall 2009	Percent Increase in Student Credit Hours
1	Arts and Sciences	102,050.0	111,260.0	9.0%
2	Ag., Consumer & Environmental Sciences	14,642.0	15,822.0	8.1%
3	Education	19,724.0	21,196.0	7.5%
4	Engineering	14,069.0	14,954.0	6.3%
5	Business	26,347.5	27,298.0	3.6%
6	Health and Social Services	15,991.0	16,329.0	2.1%

\* Instructional Student Credit Hour Growth, NMSU Main Campus, Fall 2009: 6.8%  
 Source: Census Reports



# Next Steps

- Make Budget Committee Recommendations
- Continue Review of College and Other Units' Strategic Plans
- Develop New Performance Metrics for Selected Objectives