

Graduation Goal #1

Make graduation Goal #1 for our students and ensure demonstrable increases in student persistence in our degree and certificate programs

Graduation is the appropriate culmination to the academic experience, and the primary educational objective for our students. This goal is vigorously supported by our administration, faculty, and staff, both philosophically and through the allocation of resources.

Numerous demographic factors correlate significantly with graduation success at NMSU, mirroring trends in graduation observed nationwide. Demographic influences and admission requirements strongly impact graduation rates.

NMSU values each of its students and supports the success of its student body by assessment of its curricular and co-curricular student outreach programs, and by specific interventions, including programs targeted towards students in their first year of higher education and throughout their academic career.

Objective 1 Enhance the first-year experience

Strategy Implement priority action items identified by the First Year Improvement – Actions for Comprehensive Transformation (FYI-ACT) initiative

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Complete implementation plan	May 2012	Provost, VP for Student Affairs and Enrollment Management
One-year retention rates for first-time entering students	10% increase over six years	Provost, Deans, VP for Student Affairs and Enrollment Management

Graduation Goal #1

Objective 2 Ensure an educational environment that supports student success

Strategy Establish a long-term strategic academic completion goal process, including a broad-based committee to advise and monitor progress

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Committee established	March 2012	Provost
Strategic completion process designed	August 2012	Provost, Deans, VP for Student Affairs and Enrollment Management
Increase four-year and six-year graduation rates for first-time entering students	10% increase over six years	Provost, Deans, VP for Student Affairs and Enrollment Management

Strategy Provide strategic coordination of student advising, course scheduling, and course offerings to minimize scheduling barriers to completion goals

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Define methodology for measuring course demand	March 2012	Provost, Assistant VP of Institutional Analysis
Percentage of student demand met for lower division general education courses	10% increase over six years up to 95% of demand	Provost, Deans, Academic Associate Deans
Percentage of student demand met for courses in sequence in the major	By Fall 2014: 95% of declared majors can enroll in introductory courses for the major on the first attempt 95% of student can enroll in upper division requirements for the major on first attempt	Deans, Academic Associate Deans, Department Heads
Student satisfaction with advising	5% more students will select "very satisfied" with advising on the Spring 2014 Advising Survey than in the Spring 2011 survey	College Advising Offices, Department Heads
Student satisfaction with course scheduling	5% fewer student will express dissatisfaction with course availability on the graduating student survey or the Student Satisfaction Inventory by the end of Spring 2014	Department Heads

Graduation Goal #1

Strategy Develop faculty/student relationships beyond the classroom through faculty participation in learning communities, mentoring programs, mentored research, service learning projects, campus-wide events, etc

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Number of faculty who participate	Establish a tracking methodology and a baseline by Spring 2012	Academic Associate Deans, VP for Student Affairs and Enrollment Management, Assistant VP of Institutional Analysis
Number of students who participate	Establish a tracking methodology and a baseline by Spring 2012	Academic Associate Deans, VP for Student Affairs and Enrollment Management, Assistant VP of Institutional Analysis

Strategy Enhance student support in a holistic fashion that involves collaboration between academic units and student services, among campuses, and that employs varied delivery options to reach a broad segment of the student population

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Number of students identified and supported through intervention programs	Establish a baseline; 10% increase in four years	Assistant VP for Student Engagement
Number of mentoring opportunities for all students, both as mentor and mentee as appropriate	Establish a baseline; 10% increase in four years	Assistant VP for Student Engagement, Deans
Percentage of students participating in student support activities and functions	Establish a baseline; 10% increase in four years	Deans, Assistant VP for Student Engagement

Graduation Goal #1

Strategy Implement and support activities and processes designed to develop a “culture of completion”

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Percentage of new freshmen who participate in Freshman Convocation	Establish baseline; 5% increase in two years	President, Provost, Associate VP for University Communications/Marketing Services, VP for Student Affairs and Enrollment Management
Percentage of new freshmen who participate in Welcome-Week	Establish baseline; 5% increase in two years	Deans, VP for Student Affairs and Enrollment Management, Director of Housing
“Graduation is Goal #1” featured in university publications and facilities	One publication per college; in all departmental viewbooks by Spring 2013, increase presence in university signage by 10% per year	Associate VP for University Communications/Marketing Services, Deans, Facilities and Services Operations Director, Director of Admissions

Objective 3 Align NMSU’s institutional mission and priorities with academic completion goals through admissions policy, enrollment management and allocation of resources

Strategy Develop and codify a definition of Las Cruces Campus student, admit other applicants to community colleges and identify baccalaureate-bound community college students for transfer

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Number of first-time students who enter with no deficiencies	5% increase within four years	Director of Admissions, President, Provost
Student/faculty ratios by major	Establish desired baseline for every major by Spring 2012	Deans, Department Heads, Provost
Percentage of Las Cruces campus students who are enrolled full-time in Las Cruces campus classes	Increase by 3% per year until at 90%	Provost, Academic Associate Deans

Graduation Goal #1

Strategy Develop services and programs designed specifically for transfer students

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Number of transfer students	Increase headcount by 5% per year	Provost, Director of Admissions
Percentage of transfers who graduate (two-year and three-year)	Define methodology for calculating transfer student graduation rates; improve rates by %5 over four years	Provost, Assistant VP of Institutional Analysis, Deans, VP for Student Affairs and Enrollment Management
Number of at-risk students who successfully transfer from NMSU community colleges to the Las Cruces campus	Define methodology for calculating transition counts; improve headcount by 5% over four years	Provost, Assistant VP of Institutional Analysis, Deans, VP for Student Affairs and Enrollment Management

Strategy Implement and support activities and processes to ensure graduate student completions

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Percentage of graduate students who graduate within %150 time of defined graduation period for degree	Define methodology for calculating graduate student graduation rates; improve rates by %5 over six years	Provost, Assistant VP of Institutional Analysis, Deans, Dean of Graduate School

Diversity

Strengthen our commitment to diversity of faculty, staff and students, anchoring our path to excellence in an unwavering commitment to access and inclusion

Diversity contributes directly to the quality of learning for all that participate in university education. Along with reflecting diversity within the composition of our students, faculty and staff, it is important for the university community to be fully engaged across social and cultural differences. Integrating lessons from distinct cultural perspectives into the development of knowledge, skills and character is also essential.

The term “diversity” encompasses differences of background and experience among individuals and groups. Such differences include, but are not limited to, differences of race, ethnicity, national origin, language, color, identities and expressions of gender and sexuality, age, veteran status and disabilities. Differences of socioeconomic status, political, spiritual and philosophical faith or affiliation should also be recognized.

Objective 1 Increase the diversity of students, faculty, and staff

Strategy Examine the diversity of each academic affairs college and division unit, and develop a plan with specific goals for increasing diversity

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Complete unit evaluations and goal setting	May 2012	Deans, Division Heads, Directors

Strategy Develop a communication plan to identify challenges and strategies to overcome the challenges

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Communication plan shared within the college or division	October 2012	Deans, Division Heads, Directors

Diversity

Strategy Focus recruitment and retention efforts, by college, to diversify the tenure system faculty and professional staff

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Identify underrepresented faculty for college	By May 2012	Deans, Division Heads, Directors
Increase percentage of tenured and senior underrepresented faculty by college	Increase 1% per year	Deans, Division Heads, Directors
Number of underrepresented faculty and staff in leadership positions	Report annually	Deans, Division Heads, Directors
Number of underrepresented faculty and professional staff participating in major research and creative scholarly activity	Report annually	Deans, Division Heads, Directors

Strategy Focus student recruitment and retention efforts, by college, to diversify degree recipients at all academic levels

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Increase percentage of underrepresented students in the college	Increase 1% per year	Deans, Division Heads, Directors
Increase percentage of underrepresented students graduating each year	Increase 1% per year	Deans, Division Heads, Directors

Diversity

Objective 2 Shape the student population in baccalaureate and master and doctoral degree programs to reflect the diversity of New Mexico

Strategy Use Enrollment Management Council and college-level advising groups to develop recruitment and financial aid plans designed to increase diversity

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Draft of new recruitment and aid plan	August 2012	VP for Student Affairs and Enrollment Management
Implementation of plan	January 2013	VP for Student Affairs and Enrollment Management
Diversity of undergraduate and master and doctoral student enrollment	Increase all academic levels 1%	Deans, Division Heads, Directors

Objective 3 Reflect a commitment to the diversity of New Mexico and the border region in research and creative activity, including partnerships and service activity

Strategy Develop internal programs (e.g. small grants, workshops, etc) to assist faculty in developing research and creative projects that focus on issues of particular relevance to New Mexico and the border region

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Number of grant proposals, publications and projects focused on New Mexico and border issues funded by external agencies	Report annually	Deans, Division Heads, Directors

Diversity

Objective 4 Reflect a commitment to diversity, including that of New Mexico and the border region, in instructional programs, in general education, and within the major, and also in student support programs

Strategy Appoint a task force to review curriculum with the goal of cataloguing relevant diversity-focused instructional activities and developing a process for increasing them

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Task Force created	September 2012	Provost
Task force report submitted	September 2013	Provost
Number of relevant course offerings	December 2013	Task Force
Develop program focused on diversity and cross-cultural awareness	Program is developed by September 2013	VP for Student Affairs and Enrollment Management, Faculty

International Reach

Focus our international reach to prepare students for a global society and expand our land-grant teaching and research missions

Internationalization is the conscious effort to integrate and infuse international, intercultural, and global dimensions into the ethos and outcomes of postsecondary education. To be fully successful, it must involve active and responsible engagement of the academic community in global networks and partnerships.

Objective 1 Internationalize the NMSU campus

Strategy Establish a secure financial and staffing plan for International and Border Programs

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Search for and hire Associate Provost for IBP	January 2012	Provost, President
Regularization of funding for staff positions in IBP	January 2012	Provost, President

Strategy Seek and encourage the engagement and collaboration of all academic and student affairs units in internationally focused activities

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Development of a channel for effective communication and coordination strategy for all offices supporting international students, faculty and staff	January 2013	Associate Provost for IBP

International Reach

Strategy Provide effective outreach to the on-campus international community

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Development of an electronic resource handbook as a how-to guide for international students and scholars and NMSU faculty and staff that work with these groups	August 2012	Associate Provost for IBP, International Student Services
Development of orientation programs to help integrate international students and scholars into campus life	August 2012	Associate Provost for IBP, International Student Services

Strategy Increase the percentage of international students

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Development of an international student recruitment plan	August 2012	Associate Provost for IBP
Development of an English Language Institute	August 2012	Provost, Associate Provost for IBP
Increase numbers of international students	Increase of 5% by January 2013	Associate Provost for IBP, International Student Services

International Reach

Objective 2 Expand international opportunities for NMSU students and faculty

Strategy Develop among students an expectation to study abroad

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Increase number of study abroad opportunities for students	Increase of 5% by January 2013	Associate Provost for IBP
Increase percentage of students who study abroad	Increase of 5% by January 2013	Director of Study Abroad
Collaborate with academic advisors to increase awareness of study abroad opportunities	January 2013	Director of Study Abroad

Strategy Develop support mechanisms (information and funding) to assist faculty in conducting research and other scholarly activities abroad

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Increase percentage of faculty who travel abroad annually	Increase of 5% by January 2013	Director of Study Abroad, Associate Provost for IBP, Deans
Increase external support garnered for faculty research and scholarly activities abroad	Increase of 5% by January 2013	Associate Provost for IBP

International Reach

Objective 3 Internationalize the curriculum

Strategy Survey current curriculum offerings and identify course development opportunities for international foci by college

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Survey ongoing international curriculum activities	August 2012	Associate Provost for IBP
Develop and teach new courses that have an international component	August 2013	Deans, Faculty

Strategy Develop and support international student organizations and programming

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Survey of current international organizations and annual activities	August 2012	Associate Provost for IBP
Introduction of new activities	January 2013	Associate Provost for IBP
Measure student participation in international activities	January 2013	Associate Provost for IBP

Economic Engine

Be the economic engine for New Mexico through linking and strengthening our research and economic development partnerships

Economic development in this context is a process of creating economic opportunities for individuals and growth opportunities for enterprises, raising the standard of living for New Mexicans. The direct correlation of educational achievements with increasing compensation levels places high value on programs addressing workforce needs and culminating in certification and degrees. Key to this effort is cooperation in building strategic relationships that create economic opportunity for New Mexico residents and advance the university.

Objective 1 Engage the state-wide resources of NMSU to facilitate economic development

Strategy Utilize Cooperative Extension Service resource as an entry point to New Mexico communities

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
County business needs assessment	Assessment completed on one-third of the counties each year over three-year period	VP for Economic Development, Director of Cooperative Extension Service

Strategy Extend the technical and professional expertise and resources of NMSU to address challenges and opportunities within the business environment and community at large

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Establish a single point of entry to NMSU business and economic development services for interested constituents	Annual increase in number of requests and referrals by January 2014	VP for Economic Development
Institutional awareness of economic development needs: Identification of focus areas for economic development initiatives tied to business and industry needs	Prioritization of 1-3 economic development focus areas on an annual basis	VP for Economic Development, Community College Presidents, Deans

Economic Engine

Objective 2 Educate a diverse, internationally competitive, qualified and entrepreneurial workforce

Strategy Develop, enhance and implement methods for assessing the existing and anticipated workforce needs in New Mexico

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Workforce needs assessment	July 2013, update every three years	VP for Economic Development, Community College Presidents, Deans

Strategy Assist colleges in the development of strategic approaches to career planning and workforce training, strengthening the roles of distance education, academic programs culminating in certificates and degrees, and continuing education

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Certificates and degrees correlated with workforce needs	Annual increase in number of certificates and degrees after a six-year period	Provost, VP for Economic Development, Deans, Community College Presidents

Strategy Collaborate on cross-disciplinary initiatives that support entrepreneurial endeavors

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Recommendations for new cross-listed entrepreneurship curricula	June 2013	Provost, Deans, VP for Economic Development
Assessment of student enrollment in ENT-focuses classes and participation in ENT-focused campus activities	Annual increase in enrollment and engagement in entrepreneurial activities	Provost, Deans, VP for Economic Development

Economic Engine

Strategy Facilitate students' entry into the workforce, providing mentoring and advising to address the needs of a diverse student population, and supporting relationships with employers in the region

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Interaction with NMSU alumni employees, alumni-owned businesses, and other supporting businesses and organizations operating in the region	Annual 3% increase in the number of contact with alumni (employees and businesses) through advancement and development programs	VP for Economic Development, NMSU Foundation Director, College Development Officers
Enhancement of student services and interactions	Annual increase in the number of students and faculty engaged in career guidance, mentoring and advising activities	Provost, Deans, Community College Presidents, VP for Economic Development

Objective 3 Transition the discoveries and innovations of NMSU researchers into the marketplace

Strategy Forge productive partnerships between researchers, entrepreneurs, and investors to accelerate technology commercialization

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Licenses executed	Annual 3% increase in applications entering and proceeding through the intellectual property pipeline (increase over the preceding five-year period)	VP for Economic Development, VP for Research
Recommendations to improve technology commercialization success (gap analysis)	Top three recommendations annually	VP for Economic Development, VP for Research

Economic Engine

Strategy Position NMSU programs to lead in areas of entrepreneurship, technology business incubation, and commercialization

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Invention disclosures, patents, copyrights and trademarks awarded	Annual 3% increase over preceding five-year average	VP for Economic Development, VP for Research

Strategy Engage NMSU faculty, staff, and students in the technology transfer process

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Identify and initiate formal communications with potential commercial partners, establish formal agreements (Material Transfer Agreement (MTA), Non-disclosure Agreement (NDA) or Confidentiality Agreement, Option Agreement), advance applications to proof of concept center, Cooperative Research and Development Agreements (CRADA), Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR)	Increase in number of formal communications with potential commercial partners	VP for Economic Development, VP for Research, Provost, Deans, College Research Deans

Economic Engine

Objective 4 Employ the resources of NMSU to attract and retain a diversified pool of commercial partners and industries

Strategy Promote NMSU as a contributor to an attractive business climate

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Utilization of promotional campaigns, news and events	Annual increase in absolute number of news stories	VP for Economic Development, VP for Research, Associate VP for University Communications/Marketing Services

Strategy Establish the Office of the Vice President of Economic Development as a bridge between the needs of New Mexico businesses and solutions available through NMSU resources

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Assessment of services provided to NM businesses by NMSU	Annual increase in number of services provided to NM businesses	VP for Economic Development, Deans, Community College Presidents

Economic Engine

Objective 5 Develop key strategic research, development, and commercialization partnerships between NMSU and various organizations, businesses, and others that are vital to achieving the vision and mission for economic development

Strategy Fostering existing partnerships and collaborations, and establish new, formalized strategic relationships with internal and external parties that are beneficial and provide a diversified network of relationships

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Research advancement	Annual 3% increase in partnerships and collaborations as a percentile of the entire portfolio of RDC initiatives	VP for Research, VP for Economic Development, Deans
Research park tenants	Increase annual productivity of current and new tenants (number of employees, company expenditures, employee income)	VP for Economic Development, VP for Research, Deans
Strategic partnerships	Formalization of strategic partnership process by July 2012	VP for Economic Development, VP for Research, Deans
	Benefit analysis of strategic partnerships every three years	VP for Economic Development, VP for Research, Deans

Effectiveness and Efficiency

Achieve maximum effectiveness and efficiency in serving our communities and constituencies across our university system

Effectiveness is the degree to which we accomplish items or objectives. Effectiveness is a hard constraint, and efficiency and other considerations should not be allowed to compromise the mission. Efficiency generally means doing more with less. Thus cost-reduction or avoidance is a significant component of efficiency. However, efficiency is also about wise allocation of resources to maintain and increase effectiveness. In the near term, with the constraints of the current economic climate, efficiency efforts may compromise effectiveness. However, there is opportunity to make necessary and prudent investments to gain efficiency in the longer term. In order to improve effectiveness in instruction, research and service, alternate revenue sources must be tapped.

Objective 1 Develop effective and efficient instructional programs

Strategy Conduct Academic Departmental Program Reviews

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Design of an Academic Departmental Program Review process	January 2012	Provost
Implementation of review process	Commence review process February 2012. Complete approximately seven reviews per year. (Annual process cycle running February-January)	Provost

Strategy Establish a University Teaching Council (UTC), similar in spirit to the University Research Council (UTC), and utilize revolving funds to sponsor educational innovations

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Establishment of a revolving instructional fund	July 2012	Provost

Effectiveness and Efficiency

Objective 2 Develop effective and efficient research programs and activities

Strategy Implement recommendations of the Research Processes Committee as a Continuous Improvement Program

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Number of Research Processes Committee recommendations implemented	At least two recommendations implemented per year	VP for Research

Strategy Examine opportunities to consolidate all research-related support units

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Decision regarding centralization vs. decentralization of these functions	April 2012	VP for Research

Strategy Increase seed research investments

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Establishment of a revolving research fund	July 2012	VP for Research
Research Outcomes (e.g. publications, funded proposals)	At least one major interdisciplinary grant/year	VP for Research

Effectiveness and Efficiency

Objective 3 Develop effective and efficient administrative services in support of the academic mission

Strategy Conduct process audits (similar in spirit to Academic Departmental Program Review) for central administrative offices with focus on support of academic units

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Development of a process-audit methodology for central administrative services	July 2012	Provost
Implementation of process audits	One per year	Provost

Objective 4 Seek and capitalize on alternative revenue streams

Strategy With coordination from the Senior VP of Administration and Finance, fully develop and maximize the return on university assets such as real estate, water rights, intellectual property, etc to enhance revenue streams directed to scholarships, and the teaching and research mission

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
New and significant non-I&G and non-research revenues	Annual increase of \$100,000 per year for each of the next five years	President

Strategy Expand continuing and professional education, extension, and activities serving students, the community and government

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
New revenues via innovation in CPE, extension and service	Annual increase of \$100,000 per year for each of the next five years	Deans

Effectiveness and Efficiency

Objective 5 Enhance university transparency and public accountability

Strategy Share information through multiple communication channels and publically available accountability dashboards

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Annual survey of university community regarding transparency and engagement	Annually starting May 2012	Provost
Accountability dashboards for end-users	February 2012 and increase number by one per year	Provost
Integration of university planning, prioritization, budgeting, and program review	January 2012	Provost

Alumni and Friends

Substantially increase our university endowment and alumni giving

Building and growing a university endowment is a top priority. Like all public universities, NMSU builds its budget from tuition and fees, sponsored funding, state funding, and private giving. In recent years, state support has accounted for a steadily decreasing percentage of the overall budget. This trend makes private gifts even more critical for providing a quality educational experience and, for fulfilling its land-grant mission, to provide outreach to the citizens of our state.

Endowment gifts from alumni and friends enable NMSU to offer a scholarship to an exceptional student, attract an outstanding professor, purchase equipment, enhance a library — small things in the big picture, but indispensable to excellence. Because endowments are held in perpetuity and invested for the long term, these gifts provide one of the most secure sources of future revenue. Alumni giving has become a popular measure of overall alumni satisfaction, and gifts from alumni typically provide a significant percentage of overall gift support.

Objective 1 Increase the university endowment

Strategy Conduct a comprehensive campaign with at least 50 percent of the goal targeted for endowment. While the campaign is likely to include goals from every area of the university, the principal goal-setting process should be conducted by Academic Affairs and the Deans, with assistance from the Office of the Vice President for Advancement

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Total endowment value	Establish target based upon review of peer levels	VP for University Advancement
Endowment value per student	Establish target based upon review of peer levels	VP for University Advancement
Total annual funds raised	Establish target based upon review of peer levels	VP for University Advancement

Alumni and Friends

Objective 2 Improve and sustain relationships with alumni and friends

Strategy The Executive Director of Alumni Relations will develop an engagement plan designed to increase alumni participation in all areas of the university

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Alumni giving rate	Establish target based upon review of peer levels	Executive Director of Alumni Relations
Alumni satisfaction	Establish target based upon review of peer levels	Executive Director of Alumni Relations
Number of active alumni chapters	Establish target based upon review of peer levels	Executive Director of Alumni Relations

Culture of Pride

Build a culture of pride in partnership and achievement in our classrooms, studios and laboratories and on our campuses, courts and fields

NMSU may take pride in the depth and breadth of its exemplary academic programs, its stellar research programs, and in its commitment to serving the needs of the State of New Mexico. But what it means to be an Aggie has varied in form throughout several generations of educating students. A number of individual and unique experiences shape our culture of pride, and we seek to build upon and strengthen our commitment to the success of the students and community we serve. Thus, the outcome of this goal is ultimately to build relationships and provide positive experiences with all associates, including students, alumni, faculty/staff, research and economic development partners and the entire community affiliated with New Mexico State University.

Objective 1 Promote knowledge of NMSU traditions

Strategy Create a Traditions Committee of faculty, staff and students to catalog and disseminate information about institutional traditions

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Committee created	July 2012	Executive Director of Alumni Relations
Development of dissemination mechanisms to teach the traditions	Increase dissemination mechanism one per year by group (Greek life, Athletics, Band, etc)	Associate VP for University Communications/Marketing Services

Strategy Promote the significance and meaning behind the President's Challenge Coin and provide support for our students

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Challenge Coin featured in marketing pieces and communications	Increase marketing and communication of coin challenge one opportunity per year	Associate VP for University Communications/Marketing Services

Culture of Pride

Objective 2 Increase participation and attendance at important NMSU events by students, faculty and staff

Strategy Develop an internal marketing plan to encourage attendance

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Percentage of faculty, staff, and students attending events	Obtain baseline information and increase 1% each year	Dean of Students
Attendance at convocation, commencement, NMSU ring ceremony and Aggie Welcome Week	Increase 1% participation each year	Vice President for Student Success
Attendance at academic, athletic, student and alumni events	Increase 1% participation each year	Dean of Students, Executive Director of Alumni Relations, Athletic Director/Game Day Experience Group

Objective 3 Increase visibility of NMSU products and logos

Strategy Promote Crimson Fridays by blanketing the community in apparel and signage

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Design and distribution of department shirts on campus	January 2012	Deans, Department Heads
NMSU flags displayed in community	Increase display 1% each year	Associate VP for University Communications/Marketing Services, Director of Marketing and Creative Services

Culture of Pride

Strategy Provide a welcoming, informative, visible, and accessible experience for campus visitors

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Improved entry points to the campus	May 2012	Facilities Services Director
Distribution of department viewbooks to donors and attendees at university events	1% infiltration each year	College Development Officers, Associate VP for University Communications/Marketing Services

Objective 4 Develop programs to recognize high quality faculty, staff and students

Strategy Develop awards and other mechanisms to highlight student, faculty and staff success

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Establishment of new awards programs	Increase one every two years	Deans

Strategy Use the NMSU website to advertise and disseminate news about student, faculty and staff success

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Websites updated to showcase achievements	May 2012	Associate VP for University Communications/Marketing Services
Number of strategically targeted surveys, service learning projects and promotional opportunities	Coordinate with Effectiveness and Efficiency Committee on increasing dissemination of survey results, service learning projects and promotional opportunities two each year to increase prideful elements accomplished	Associate VP for University Communications/Marketing Services

Culture of Pride

Objective 5 Encourage local, regional and national private sector to support NMSU

Strategy Develop marketing plan to encourage the local, regional and national private sector to support NMSU

<i>Action or Measure</i>	<i>Key Performance Outcome</i>	<i>Responsible Executive Officer</i>
Number of promotional opportunities realized	Increase promotional opportunities realized by two each year including media opportunities during academic and sporting events	Associate VP for University Communications/Marketing Services