Transforming Lives Through Discovery

Vision 2020
As New Mexico State University strides confidently into the future, the Vision 2020 Strategic Plan outlines our path to extend and enhance our land-grant mission. NMSU’s colleges will move forward to capitalize on the talents and potential of our faculty, staff, and students; our strengths in instruction, research, extension, service and outreach; and our commitment to the rich diversity of New Mexico and its economic success.

At our core, New Mexico State University is about discovery. For our students, NMSU is a place where they can discover themselves and what they want to do with their lives. Research discoveries of our faculty are scientifically and historically profound. Just last year, NMSU’s Chile Pepper Institute discovered the hottest pepper on the planet (the Trinidad Moruga Scorpion)! …former NMSU professor Clyde Tombaugh discovered Pluto in 1930… and countless new discoveries wait just ahead!

Our focus will be on empowering our students to achieve success in the classroom and realize their goals of becoming productive citizens. We will seize upon opportunities to facilitate and streamline research activities and attract well-qualified graduate researchers. We will ensure our curriculum supports mobility from the community college arena to that of our major research institution. We will assertively utilize our statewide resources to implement our objectives.

Key to implementation are our dedicated faculty and staff. Their ideas, activities and commitment are evident in NMSU’s numerous renowned programs, and through an enhanced entrepreneurial environment, opportunities to thrive will be fostered and supported.

NMSU will fully engage our extended community in the realization of this plan through superior relationships with our supporters and contributors. We are fortunate to have a number of benefactors who are instrumental to shaping the bright future of NMSU. I will work closely with our college deans to reach out to our partners in supporting critical programs, equipment, and facilities.

As we envision the future, our collective get-it-done attitude will be the force by which we realize our ambitious goals. NMSU is one of the best universities in the country, and this is the most important institution in the state. We, as a university community, need to have pride in what we do, perform at a high level, and most of all, we need to promote the enterprise – New Mexico State University. Go Aggies!

Garrey Carruthers
Vision 2020
Strategic Plan

NMSU is uniquely positioned, through its geography, demographics, and mission to draw together diverse peoples, thoughts, cultures, knowledge and curriculum in reimagining the land-grant research institution of the future. Thoughtful integration of teaching and research, creative activity and outreach, service and extension, economic development and internationalization throughout the entire undergraduate and graduate educational experience will be realized through the intellectual capital, ideas, collaboration, and synergy of the faculty, staff, and students supporting our academic colleges and divisions.

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
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.

GOALS
Graduation–Teaching, Learning, and Programs
Provide effective academic programs, stellar teaching and learning, and enhanced student engagement to advance highly capable graduates

Diversity
Be a model of student, faculty, and staff diversity at all levels

Internationalization
Effectively prepare students for a global society

Community Service, Extension, and Outreach
Be a model for community engagement at all levels through innovative and exceptional outreach activity

Research and Creative Activity
Be the catalyst for promoting discovery, encouraging innovation, sparking economic advancement, and inspiring creative achievement

Economic Development
Be a driving force for economic progress in New Mexico

Resource Stewardship
Increase philanthropy and alternative revenue to support teaching, research, and service

Vision 2020 is the cornerstone guide for NMSU’s strategic direction, and is supported by detailed college and division plans. The plan is reviewed and updated annually, with a rolling five-year focus.
Graduation–Teaching, Learning, and Programs

Provide effective academic programs, stellar teaching and learning, and enhanced student engagement to advance highly capable graduates

NMSU values each student and supports success through outreach programs and interventions, including programs that target students in their first year of higher education as well as throughout their upper-level academic career. The university respects its land-grant mission and its position of trust in serving the state’s richly diverse population. Our primary objective, and the motivation for the work of the faculty, staff and administration, is student graduation.

Objectives
1 - Provide a learning environment and course offerings supportive of timely degree completion
2 - Provide strong academic programs through continuous innovation and evaluation
3 - Recruit students and support retention through financial, curricular, and wellness services
4 - Provide effective financial support to recruit and retain graduate students contributing to the mission

Key Performance Indicators (KPIs)
KPI 1 Enrollment
KPI 2 Graduate Education
KPI 3 Graduation Rate
KPI 4 Degrees and Certificates
Diversity

Be a model of student, faculty, and staff diversity at all levels

NMSU takes pride in the history and diversity of the state of New Mexico. New Mexico is unique in that cultivation, commerce, and ecologically sustainable development pre-date the European presence in the western hemisphere. The oldest continuously occupied communities in North America are in New Mexico. The university honors and respects its land-grant mission, its designation as a Hispanic and minority-serving institution, and the sovereign relationship that exists between American Indian Pueblos, Nations and Tribes, and the United States. NMSU seeks to be responsive to the needs of the State and its people.

Diversity contributes directly to the quality of learning for all who participate in university education. In addition to our NMSU community reflecting diversity within the composition of our students, faculty, and staff, full engagement of the university community across social and cultural differences is crucial. Equally essential is the integration of lessons from a variety of cultural perspectives into the development of student knowledge, skills, and character.

The terms “diversity” and “underrepresented” encompass differences of background and experience among individuals and groups. Such differences include, but are not limited to, differences of race, ethnicity, national origin, tribal nationhood, 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 and respected.

Objectives

1 - Provide an academic environment supportive of a diverse student, faculty, and staff population
2 - Shape student diversity at all academic stages through recruitment, retention efforts, and support services
3 - Implement recruitment and retention efforts to diversify the faculty and staff
4 - Reflect a commitment to New Mexico and border region diversity through programs and curriculum
5 - Foster cross-cultural awareness and communication among diverse constituents

Key Performance Indicators (KPIs)

KPI 5 Employee Diversity
KPI 6 Student Diversity
Internationalization
Effectively prepare students for a global society

Internationalization is the conscious effort to integrate international, intercultural, and global dimensions into the ethos and outcomes of postsecondary education. NMSU advances globally competent graduates with cross-cultural communication skills and understanding.

Internationalization requires active and responsible engagement of the academic community in global networks and partnerships. NMSU implements programs, policies, and service learning initiatives that incorporate an international dimension into the teaching, research, outreach, and extension functions of the university.

NMSU internationalizes curricula across departments and disciplines, promotes international scholarship in teaching and research through educational exchange opportunities, and enhances the educational experience for international students and scholars.

Objectives
1 - Provide effective outreach and support to international organizations and communities
2 - Boost and support international student enrollment
3 - Encourage and support international research, study, scholarship, and service
4 - Provide globally focused academic programs, curriculum, and learning opportunities to enhance student preparedness

Key Performance Indicators (KPIs)
KPI 7  International Students
KPI 8  Globalization Activity
Community Service, Extension, and Outreach

Be a model for community engagement at all levels through innovative and exceptional outreach activity

Through outreach efforts, NMSU serves the needs of the local community, the region, and the state of New Mexico. NMSU values its unique position as a Hispanic-serving, land-grant, border region, high research activity institution. Faculty, staff, and students actively seek opportunities to contribute in meaningful ways to their professional disciplines. In addition, they value engagement on a personal level to build positive experiences with internal and external communities, and to contribute to the success of the community at large.

Objectives

1. Showcase, market, and garner recognition for NMSU’s strong programs and achievements among potential students, faculty and staff, current students, alumni, donors, legislators, and accrediting bodies
2. Recognize and reward high quality achievements and encourage community outreach efforts
3. Use the Cooperative Extension Service resource as an entry point to New Mexico communities

Key Performance Indicators (KPIs)

KPI 9 Service, Extension, and Outreach Activity
Research and Creative Activity

Be the catalyst for promoting discovery, encouraging innovation, sparking economic advancement, and inspiring creative achievement

Fundamental to New Mexico State University’s identity as a land-grant institution, the research enterprise promotes scholarly and creative activities, enables dissemination of knowledge among diverse populations, facilitates the pursuit of competitive funding, fosters interdisciplinary research through local and global partnerships, improves research infrastructure, and provides efficient and effective research administration.

Objectives

1 - Develop partnerships with national and international academic institutions, governments, laboratories, and industries
2 - Expand research and creative activity through effective mentoring and seed funds
3 - Support emerging research projects that expand research capabilities
4 - Effectively provide administrative support to researchers
5 - Enhance infrastructure through investment in research facility space, access, and instrumentation

Key Performance Indicators (KPIs)

KPI 10   Publications and Creative Works
KPI 11   Proposals
KPI 12   Research Expenditures
Economic Development

Be a driving force for economic progress in New Mexico

Economic development is a process of creating economic opportunities for individuals and growth opportunities for enterprises, raising the standard of living for New Mexicans.

Fundamental to NMSU’s economic development efforts is building strategic partnerships, internal and external to the university, that spawn networked ideas, resources, and teams to facilitate economic development.

Statewide NMSU resources will be utilized to best serve the economic development needs of New Mexico’s diverse population.

Objectives

1 - Engage the statewide resources of NMSU to facilitate economic development
2 - Educate a diverse, internationally competitive, qualified, and entrepreneurial workforce
3 - Transition the discoveries and innovations of NMSU researchers into the marketplace
4 - Employ the resources of NMSU to attract and retain a diversified pool of commercial partners and industries

Key Performance Indicators (KPIs)

KPI 13 Business Development
KPI 14 Workforce Development
Resource Stewardship

*Increase philanthropy and alternative revenue to support teaching, research, and service*

Maximizing the university endowment is a top priority. Private giving is as vital to NMSU as tuition and fees, sponsored research, and state funding. With diminished state support for public institutions, private gifts are essential to quality educational experiences and the fulfillment of our land-grant mission. Gifts from alumni and friends enable NMSU to offer scholarships to exceptional students, attract outstanding professors, purchase equipment, and enhance the library — all of which are resources indispensable to excellence. Endowments held in perpetuity provide a secure source of future revenue, and gifts from alumni provide a significant percentage of overall gift support.

NMSU is a leader in sustainability efforts that protect the environment and minimize operational expenditures. We continue to seek alternative revenue streams, such as professional education, real estate, water rights, and intellectual property. While new revenue is essential to the achievement of goals, NMSU strives for efficient operation through optimal resource allocation in order to minimize the cost and maximize the value of an NMSU education.

**Objectives**
1. Effectively support academic programs and scholarships through an increased endowment
2. Develop and sustain alumni and friend relationships in collaboration with units across campus
3. Build alternative revenue streams
4. Provide faculty and staff with physical and financial resources to enhance the educational mission

**Key Performance Indicators (KPIs)**
- KPI 15  Alumni Giving Rate
- KPI 16  Gifts
- KPI 17  Compensation
- KPI 18  Resource Allocation
- KPI 19  Instructional Investment
- KPI 20  Cost of Degrees and Certificates
Vision 2020 Strategic Plan

2013 Institutional Priorities

- Decrease Time to Graduation
- Increase Graduate Student Enrollment
- Enhance the Diversity of Faculty, Staff, and Students
- Expand Research Activity
- Increase Employee Compensation

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KPI 2  Graduate Education
KPI 3  Graduation Rate
KPI 4  Degrees and Certificates

Diversity
KPI 5  Employee Diversity
KPI 6  Student Diversity

Internationalization
KPI 7  International Students
KPI 8  Globalization Activity

Community Service, Extension, and Outreach
KPI 9  Service, Extension, and Outreach Activity

Research and Creative Activity
KPI 10  Publications and Creative Works
KPI 11  Proposals
KPI 12  Research Expenditures

Economic Development
KPI 13  Business Development
KPI 14  Workforce Development

Resource Stewardship
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