

BTV Committee Summary, June 21, 2011

Corbett Center Colfax Room • 7:00 – 9:00am

Bobbie Derlin, Facilitator

Announcements/Feedback

- Subject matter experts: Workgroup captains should consider and track who they would like to invite in the fall
- Workgroup composition: Agenda item for next meeting to discuss pros/cons
- Website material posting: Notify N. Kellner or A. Vasquez of postings and distribution
- Goal #3 (International Reach): B. Stewart report of two seats in the Roadrunner program specifically for international students. Internship is intended to increase involvement on campus and with student government.

Mission Statements

- Feedback: Draft statement is too long, should be shorter and more succinct, HSI designation could change, listing items can be exclusive of other ideas
- Considerations: Other institutions have relatively lengthy statements, most people are unaware of them, intent needs to be defined, development of statements is beyond the scope of the committee, identifying differences between mission and vision statements
- No general consensus was reached about an approach. B. Derlin will work with staff to generate new ideas and discuss with the Provost.

Goal #4 – Economic Engine

- There is a parallel effort in Dean Carruthers' unit to develop a strategic business plan for the Office of the Vice President for Economic Development (VPED). J. Arterburn reviewed their process and related documents. The VPED strategic plan speaks to elements of BTV Goal #4. An additional goal could be developed to address research partnerships.
- Considerations: Hierarchical structure of goals/objectives/strategies, important to include other ideas (e.g. diversity) in relationship to other areas, examining business models to assist with development

The next meeting is scheduled for Wednesday, 7/6 and Goal #5 – Effectiveness and Efficiency will be discussed. The meeting will be held in La Academia (Milton Hall 185).

Building The Vision Committee
6-21-11
Corbett Center Colfax Room
7:00 – 9:00 a.m.

1. Announcements/Feedback
 - a. Workgroup feedback
 - b. Subject matter experts
 - c. Workgroup composition
 - d. Website material posting
2. Mission Statements (Discussion Item)
3. Goal #4 – Economic Engine (Discussion Item)
4. Other

Building The Vision Committee
6-8-11
Corbett Center Colfax Room
7:00 – 9:00 a.m.

1. Announcements/Feedback
 - a. Workgroup feedback
 - b. Consider moving 7/5 meeting date
 - c. Extended meeting times for summer
 - d. Mission documents
2. Values at NMSU (Discussion Item)
3. Goal #3 – International Reach (Discussion Item)
4. Other

Current Mission Statement:

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.

Draft Mission Statement:

As the nation's only land-grant university with a Hispanic-serving designation, New Mexico State University serves the educational needs of New Mexico's diverse populations through comprehensive programs of education, research, extension education, and public service. We are proud to serve a broad range of constituencies that are culturally, ethnically and economically diverse.

NMSU strengthens learning and research by offering unique collaborative opportunities for students and faculty. We cultivate our relationships with students and the community by being courteous and attentive. We emphasize the importance of scholarly outreach and public service through our engagement in Science, Technology, Engineering and Mathematics (STEM) and Cooperative Extension Service educational programs. By investing in these resources, we positively transform the lives of those we serve, meeting contemporary needs while remaining true to our traditional land-grant value.

Concerns:

- “New Mexico's diverse populations” – consideration of students served outside NM
- Too long and seems more like a philosophy statement or process description
- “Nation's only land-grant university with a Hispanic-serving designation” – Institutional Analysis is investigating whether this is still true, NMSU may be not be the only HSI in the future so it would have to be rewritten

Recommendations:

- Keep it shorter (1-2 sentences); UCOMM could condense and convey the same concepts

BTV Success Goal 4: Economic Engine “*Be the economic engine for New Mexico through linking and strengthening our research and economic development partnerships*”

BTV Working Group Subcommittee Members: Jeffrey Arterburn, Kathryn Hansen, Vimal Chaitanya, Bruce Hinrichs, Stephen Hottman

1. The Office of the Vice President for Economic Development (VPED) has been commissioned to create a strategic business plan that will address the need for a single vision and unified approach to economic development at NMSU. The VPED will lead a collaborative and inclusive process to set the vision, mission, goals, objectives and strategies for driving the economic engine of NMSU. All constituent groups, internal and external to NMSU, will be involved in the development process so that all views are heard. The plan will be built upon the foundation of NMSU’s “Building the Vision” effort and will incorporate critical elements of both strategic and business plans. A list of the VPED membership is provided at the end of this document.

*The members of the BTV subcommittee on economic development are welcome to use the VPED Strategic Business Plan website, <http://nmsuyped.ning.com>.

2. The approach being used to develop the VPED Strategic Business Plan is documented on the website and in the accompanying file titled “*VPED Strategic Business Plan Overview.doc*”. This file also contains the vision, mission, goals, and objectives reviewed by the *Idea* and *Gold Team*. A copy of the VPED “*Environmental (SWOT) analysis*” is also attached as background for the BTV Economic Engine discussion.

3. Timeline – October 20, 2011 for draft plan. The VPED Committee is approximately 40% through the development of the plan. The sections of the plan are: Vision and Mission; Goals, Objectives, Strategies and Performance Measures; SWOT; Keys to Success; Strategic Relationships; Management Plan; and Resource (Financial) Plan. The review of Strategies and Performance Measures is under review by the Gold Team this week (June 13-17), and ideas for the Keys to Success Section have been generated in preparation for the next scheduled VPED Committee meeting.

4. BTV Review: *VPED Vision Statement, Mission Statement, Goals & Objectives*

5. BTV Discussion: The draft document presented at the kick-off meeting (4/6/11) identified six Objectives associated with Goal 4. Building from the VPED document, what additional Objectives & Strategies should be included in the BTV plan?


- Objective 4.1- Obtain increasing levels of external funding for research
- Objective 4.2- Increase discipline specific creative activities
- Objective 4.3- Increase technology transferred from university research and creative activity to New Mexico businesses
- Objective 4.4- Increase extension and outreach facilitating economic, social, educational, and community development
- Objective 4.5- Increase the educational level and earning power of New Mexicans
- Objective 4.6- Seek and capitalize on new revenue streams

Members of the VPED Idea Team are:

- a. Jeff Arterburn, College of Arts and Sciences
- b. Kevin Boberg, College of Business and Arrowhead Center
- c. Jon Boren, Cooperative Extension Service
- d. Barbara Brazil, Deputy Cabinet Secretary, New Mexico Economic Develop. Dept.
- e. Bob Carter, White Sands Missile Range
- f. Garrey Carruthers, College of Business and VPED
- g. Bill Glen, Dona Ana Community College
- h. Kathy Hansen, Arrowhead Center
- i. Anthony Hyde, MTech and College of Engineering
- j. Sharon Jones, VPED
- k. Fred Owensby, Director, Dona Ana Small Business Development Center
- l. Steve Stochaj, College of Engineering
- m. Ben Woods, Office of the President

Members of the VPED Gold Team are:

- a. Jon Barela, Cabinet Secretary, New Mexico Economic Development Department
- b. Lowell Catlett, Dean, College of ACES
- c. Vimal Chaitanya, NMSU VPR
- d. Barbara Couture, NMSU President
- e. Ricardo Jacquez, Dean, College of Engineering
- f. Michael Rivera, State Director, Small Business Development Centers



*Office of the Vice President for Economic Development (OVPED) Strategic Business Plan (SBP)
Introduction*

The strategic business plan for the OVPED at New Mexico State University (NMSU) will set the vision, mission, goals, objectives, and strategies for economic development initiatives through NMSU. The OVPED will lead a collaborative and inclusive development process, in which groups internal and external to NMSU will be involved.

OVPED SBP Objective

The objective of the OVPED SBP is to establish NMSU as the engine for economic development in New Mexico.


OVPED SBP Approach and Process


The approach to writing a strategic business plan for the OVPED is a collaborative process that includes internal and external stakeholders. Three teams have been formed to develop the plan:

- Idea Team- providing ideas for the content of the plan,
- Writing Team- translating ideas into text and graphics,
- Gold Team- reviewers from the stakeholder community.

The members of these teams have been recruited from the NMSU research community, extension service, and executive leadership, as well as partners outside the university.

The Idea Team meets at the start of each Plan section to contribute ideas and direction to the development of that section. The Writing Team records input from the Idea Team and creates text and graphics for each section. The Idea Team is emailed a draft of the section for review. After the Idea Team review, the Writing Team modifies the section and sends it to the Gold Team for review. When the Gold Team review is complete, the Writing Team again modifies the draft. This process is repeated for each section of the plan.





OVPED Vision Statement

NMSU, through incorporating the resources that define it as a land-grant, research university, will be a driving force for economic progress in New Mexico.

OVPED Mission Statement

To develop strategic partnerships that create economic opportunity for the citizens of New Mexico and enhance the mission, purpose and advancement of the university.

OVPED Goals and Objectives

Goal 1: To engage the state-wide resources of NMSU to facilitate economic development.

Objective 1.1: Employ Cooperative Extension Services' (CES) resources as an entry point to New Mexico communities.

Objective 1.2: Extend the technical and professional expertise and resources of NMSU to address challenges and opportunities within the business environment and community at large.

Goal 2: To educate a diverse, internationally competitive, qualified, and entrepreneurial workforce.

Objective 2.1: Develop, enhance, and implement methods for assessing the existing and anticipated workforce needs in New Mexico.


Objective 2.2: Assist deans and colleges in strengthening the role of certificate programs, distance education, and two-year colleges in workforce development.


Objective 2.3: Collaborate on cross-disciplinary initiatives that support entrepreneurial endeavors.

Goal 3: To transition the discoveries and innovations of NMSU researchers into the marketplace.

Objective 3.1: In cooperation with the Vice President for Research (VPR), forge productive partnerships between researchers, entrepreneurs, and investors to accelerate technology commercialization.

Objective 3.2: Position NMSU programs to lead in areas of entrepreneurship, technology business incubation, and commercialization.





Objective 3.3: Engage NMSU faculty, staff, and students in the technology transfer process.

Goal 4: To employ the resources of NMSU to attract and retain a diversified pool of commercial partners and industries.

Objective 4.1: Promote NMSU as a contributor to an attractive business climate.


Objective 4.2: Establish the Office of the Vice President for Economic Development (OVPED) as a bridge between the needs of New Mexico businesses and solutions available through NMSU resources.

OVPED Research and Website

Extensive research has been completed to discover best practices and economic development models adopted at other universities for consideration at NMSU. The research has been posted to a temporary website that houses OVPED SBP documents and deadlines. All committee members can access the website at <http://nmsuovped.ning.com/>.

OVPED SBP Timeline

A fast track approach to the development of this plan has been implemented. By late October 2011 an integrated draft plan will be available for review.



Draft Environmental Analysis

Economic Development, as defined in the context of NMSU planning, is a process for creating economic opportunities for individuals and growth opportunities for enterprises, raising the standard of living for New Mexicans. To envision how NMSU may spark, support, and sustain these activities, an accurate understanding of the environment is critical. An environmental analysis, also known as an analysis of strengths, weaknesses, opportunities, and threats (SWOT; Figure 1), was performed. Both internal (strengths and weaknesses) and external (opportunities and threats) factors were considered.

Strengths

As the State's land grant university, NMSU boasts an impressive range of academic programs, with more than 80 majors, the State's only Honors College, and unique learning opportunities such as interdisciplinary graduate program options and the nation's first Doctor of Economic Development. Additionally, NMSU's stature as a research institution is formidable: the university ranks in the top 100 in the U.S. in Federal Research Expenditures and is noted by the Carnegie Foundation as an RU/H (a university with high research activity). NMSU researchers are developing cutting-edge advancements in subjects as diverse as biosciences; information sciences and security systems; natural resource sustainability and renewal; southwest and border regions health, education, culture, and development; and 21st century aerospace. NMSU's Cooperative Extension Service facilitates the impact of the university's vast resources throughout the New Mexico, with representation in each of the State's 33 counties. Incorporating NMSU's community college/branch campuses, we serve over 34,000 students.

NMSU benefits from the wealth of diversity represented by its faculty, staff, and students. Classified as a Hispanic-serving institution, NMSU is home to a broad student population and hosts a thriving support network for minority students. From the highest level, NMSU's administration and leadership is committed to creating a supportive environment for the diversity of its community – initiatives such as IDEA grants to assist programs and projects working to “support ... an increasingly diverse academic workforce and student body on the NMSU...campus,” demonstrate our dedication to this tenant.

NMSU maintains productive partnerships with a wide range of federal and state agencies. Our relationships with national laboratories, military installations, and other federal entities link NMSU not only to the innovative research emerging from these institutions, but also connect us with the State's largest employers. The Department of Defense, NASA, and Department of Health and Human Services are among the largest contributors to NMSU's research funding. At the State level, NMSU research was supported by the New Mexico Department of Health, the New Mexico Department of Workforce Solutions, the New Mexico Higher Education Department, and New Mexico Children, Youth and Families Department. These resources, along with strong relationships with organizations and institutions such as Los Alamos National Laboratory, Sandia National

Laboratories, White Sands Missile Range, and the New Mexico Economic Development Department represent some of NMSU's greatest strengths in economic development. NMSU demonstrates economic development expertise through programs such as the Arrowhead Center, whose mission is to promote prosperity and public welfare in New Mexico through economic development. Arrowhead Center not only helps to create a prosperous environment for intellectual property and technology transfer, but also promotes the development of an entrepreneurial climate in New Mexico through small business assistance and development, entrepreneurial outreach programs, and technology business incubation. In its research park, and NMSU's abundant land resources for future expansion, Arrowhead Center provides scientists, entrepreneurs, and technologists with facilities and an environment rich with entrepreneurial support.

Weaknesses

The challenges NMSU faces are not unique – universities across the country deal with similar trials as they negotiate the delicate balance of education, research, and service, all under the burden of decreasing funding.

One challenge is effectively and efficiently commercializing NMSU-generated inventions and innovations from campus to the marketplace. Traditionally, university technology is early-stage and requires significant financial investment to approach marketability. University technology transfer offices are working to more effectively reach out to campus inventors and regional investors to increase technology commercialization. Presently, a lack of incentives for faculty involvement in technology transfer activities discourages time commitment to these efforts. While new paradigms of technology transfer, such as a “proof of concept model” aim to increase revenue from and market impacts of university innovations, significant work must be undertaken in this area.

Another issue to be addressed is a lack of ready access to the wealth of economic development resources NMSU can provide to the citizens it serves. NMSU gathers some of the nation's finest sources of technical and professional expertise, but is missing a single point of entry to those assets. Presently, there is no overarching list of personnel and services related to economic development, nor a portal of contact through which those seeking assistance may be directed to these resources.

NMSU also has not yet successfully connected the multiple services offered by Arrowhead Center and Arrowhead Park to the work of the Office of Research and Sponsored Programs. A more integrated approach to research and economic development could provide a more coherent program to engage faculty and student inventors and researchers in economic development.

Finally, NMSU must continue to strengthen its relationships with public and private investors, as well as with major corporations. Developing alternative sources of funding is imperative when universities face budgetary shortfalls and significant decreases in available federal and state monies for higher education.

Opportunities

NMSU is on the precipice of emerging opportunities. Our greatest prospects will develop through the partnerships we can forge and sustain. Opportunities for collaborations and alliances at federal, state, and community levels, with both public and private entities, represent possibilities for economic development. The New Mexico Economic Development Department reports that, with numerous high-demand products and services, New Mexico has the potential to attract significant foreign investments (NMEDD).

Presently, the State is embarking on a number of initiatives tied to economic development, notably Spaceport America and clean energy-related programs. NMSU currently serves a number of technical, planning, analytical, and operational roles in the Spaceport project; identifying means to increase the university's presence is a significant opportunity. Further, federal funding is being made available for a variety of regional innovation/economic development initiatives, which capitalize on NMSU's position as a border institution. By incorporating New Mexico's existing industries into emerging projects and partnerships, NMSU can best capitalize on new prospects.

With a higher demand for a "green workforce" NMSU may partner with industries and higher education institutions statewide, such as the University of New Mexico and the New Mexico Institute of Mining and Technology, to implement curricula and training programs that will prepare citizens for existing and new green jobs. Declared "The Clean Energy State," New Mexico is competitive in clean technology fields, which provides business development and growth opportunities for New Mexicans. A common thread in renewable energy research, as well as in other areas of innovation, is the need to bring together researchers from a variety of fields and disciplines. By taking advantage of NMSU's vast array of technical expertise and resources, we can support existing and develop new multidisciplinary approaches to this and other State economic development initiatives. Further bolstered by its collaborative partnerships with fellow agencies, national labs, and government entities throughout New Mexico, NMSU is poised to play a significant role in State economic development.

Finally, the NMSU President has made economic development a university priority, declaring a "new era of excellence through partnership"; NMSU will: "Be the economic engine for New Mexico through linking and strengthening our research and economic development partnerships.

Threats

Perhaps the greatest external challenge to NMSU's economic development efforts is the impact the national economy has had on State and federal budgets. NMSU receives funding from, for example, national laboratories and government agencies for research and programs. Competition for dwindling resources is intense, as institutions across the State scramble to meet budgetary shortfalls by vying for diminished funding. Reduction in expenditures in these and other areas negatively affects NMSU and its economic

development plans. The same holds true for sources of private investment, such as venture and angel capital. With less money to invest in an unstable, challenging economy, investors are wary. An historic lack of diversification in New Mexico’s state and regional economies makes it difficult to attract the attention and interest of increasingly limited private funding.

For New Mexico to attract and retain employers and businesses that spur economic development, it must have a quality workforce that meets industry demands. New Mexico faces numerous challenges in workforce preparedness as public education must be accomplished with less funding. To ensure the highest-quality workforce, State educational institutions need to be able to work together to identify and address deficiencies. At the same time NMSU works to ensure our graduates are ready to serve the needs of prospective employers, they must also be imbued with the drive and skills to develop their own sources of income. Encouraging students to recognize the importance of and teaching them to contribute to an entrepreneurial climate will serve those students and the State.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Academics, research, and extension resources and services ▪ Diversity in faculty and student populations; Hispanic Serving Institution ▪ Position as a borderland institution ▪ Entrepreneurship initiatives ▪ research park development and technology transfer ▪ Partnerships with national labs, state and federal agencies 	<ul style="list-style-type: none"> ▪ Low rate of technology transfer ▪ Lack of researcher incentives to engage in technology transfer ▪ Limited partnerships with industry ▪ Lack of ready access to economic development resources of NMSU
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Interest in NM from international businesses ▪ Regional business growth opportunities (Space/aerospace, clean energy, homegrown industries) ▪ Growing trend in multidisciplinary research, technology, and innovation ▪ Growth in partnerships with the national labs, government agencies and state government ▪ Federal funding opportunities for regional innovation economic development 	<ul style="list-style-type: none"> ▪ National and State recession economy ▪ Intense competition for public and private funding ▪ Limited private investment (venture capital, angel) in State and region ▪ Lack of diversification in state and regional economy ▪ Workforce readiness ▪ Underdeveloped entrepreneurial climate

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Figure 1: Overview of SWOT analysis.

General Comments:

BTV Committee Summary, June 8, 2011

Corbett Center Colfax Room • 7:00 – 9:00am

Bobbie Derlin, Facilitator

Announcements/Feedback

- July 5th meeting will be moved to July 6th to accommodate member availability.
- Summer meetings will be extended to 9am to allow for more discussion time. It is understood if members need to leave earlier.
- Mission documents: Posted on website, will be used to prepare a first draft of NMSU's mission statement, send any input to A. Vasquez so that it can be reflected in the draft, should incorporate input from HSI working group

Values at NMSU

- Background: B. Derlin commentary on NMSU's previous considerations of value statement
- Issues: Most people are unaware of institutional mission and value statements. Value statements tend to be generic and undistinguished. Stating values could imply that others are excluded and thus unimportant.
- Considerations: It is better to develop a more comprehensive mission statement that integrates values. Including NMSU's strengths (e.g. service to students, research) and distinguishing factors (e.g. only land-grant HSI in U.S.) is ideal. President Couture's seven goals can also serve as a guide.

Goal #3 – International Reach

- Workgroup: Met to explore ideas and examine materials, drafted preliminary exploration document, C. Brown review of their analysis of four objectives from Committee Kick-Off document
- Process: Can be facilitated more efficiently and effectively with support of administration. Developing playbook would streamline and expedite efforts. Building upon existing plans and ideas would be beneficial.
- Considerations: Increasing university encouragement, awareness and involvement, fostering collaboration between student advisors and other NMSU groups, securing funding for both student and faculty participation, new program development, opportunities to share international experiences, leadership plans for International Programs

Other

- Goal #1 (Graduation): B. Nobsch reference to Chronicle of Higher Education article ("Just Showing Up: Educators Focus on Attendance to Help Students Succeed"), providing too much choice for students could interfere with success, more direction and fewer alternatives can be valuable

The next meeting is scheduled for Tuesday, 6/21 and Goal #4 – Economic Engine and mission statements will be discussed.