

BTV Committee Summary, August 23, 2011
Corbett Center Colfax Room • 7:30 – 9:00am
Bobbie Derlin, Facilitator

Workgroup Drafts

- Graduation: D. Smith review of workgroup efforts and challenges, issue is very complex involving many factors, e.g. various graduation rates and student cohorts, strategies and KPI's can't be developed until a consensus is reached
- Diversity: M. Morehead update on progress, targets were not developed by the workgroup, should be developed with collaboration between Provost, Deans and Department Heads, defining "underrepresented" may need to be modified to accommodate different colleges, workgroup will develop 5 or 6 strategies and associated targets, will provide direction to colleges to determine what works best for them
- International Reach: S. Sanogo update on progress, workgroup approach influenced by criteria used by the Selection Jury for the Senator Paul Simon Awards for campus internationalization, utilizing dates as targets, high-level commitment is needed for goal, efforts by other individuals and groups will be synthesized into plan
- Culture of Pride: E. Lopez update on progress, incorporation of input from last meeting into draft, better representation of student accomplishments and student/faculty participation, emphasis on NMSU's history and strengths

Other

- Considerations: Two new initiatives from the Provost's Office will influence strategic plan – (1) developing first-year student recruitment strategy and (2) recruitment of graduate students; adopting new rhetorical strategy of referring to goals by their subject matter instead of number assignments so as not to imply priority; exploring different ways of defining targets for goals/objectives, e.g. numbers and dates instead of rates
- Next steps: Staff will review Economic Engine document since it is at a point where input is needed, staff will also review Diversity document
- Since there was not sufficient meeting time to discuss, the drafts for Economic Engine, Effectiveness and Efficiency and Alumni and Friends will be addressed at the next meeting scheduled for Wednesday, 9/7 at 7:30am in the Corbett Center Colfax Room.

Building The Vision Committee
8-23-11
Corbett Center Colfax Room
7:30 – 9:00 a.m.

1. Announcements/Feedback
 - a. Workgroup feedback
2. Workgroup drafts
3. Other

Building The Vision Committee
8-2-11
Corbett Center Colfax Room (210)
7:00 – 9:00 a.m.

1. Announcements/Feedback
 - a. Workgroup feedback
2. Goal #7 – Culture of Pride (Discussion Item)
3. Other

A New Era of Excellence through Partnership: Building the Vision

Success Goal 2 – Diversity

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

Objective 2.1 – Increase diversity among Students, staff and faculty

Strategy: Hold retreat and implement best practices for recruiting and retaining a diverse faculty

- | | |
|--|--------|
| - KPI 2.1.1 – Percentage of Underrepresented Faculty | Target |
| - KPI 2.1.2 – Percentage of Underrepresented Students | Target |
| - KPI 2.1.3 – Number of Underrepresented Faculty/Staff in Leadership | Target |
| - KPI 2.1.4 Number of Underrepresented Faculty in rank | Target |
| - KPI 2.1.5 Graduation Rates among Underrepresented Student Groups | Target |

Objective 2.2 – Provide education opportunities to New Mexicans to Encourage Participation in Degree Programs Among Underrepresented Groups

Strategy: Establish task force to analyze and revise the undergraduate and graduate scholarship and waiver system

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|--|--------|
| - KPI 2.2.1 – Percentage of Financial Assistance Need Met | Target |
| - KPI 2.2.2 – Cost of Attendance | Target |
| - KPI 2.2.3 Scholarships Awarded to Underrepresented Groups | Target |
| KPI 2.2.4 Number of Flexible Programs Accessible to Distant Learners | Target |
| KPI 2.3.5 Increase Percentage of International Students | Target |

***Objective 2.3 – Enroll competitive proportion of in-state 2-year campus, out-of-state, international and graduate students.**

Strategy: Take Vice President for Student Success with developing a comprehensive enrollment management strategy

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|---|--------|
| - KPI 2.3.1 – Yield Rate First-Time Freshmen | Target |
| - KPI 2.3.2 – Ratio of Graduate to Undergraduate Enrollment | Target |
| - KPI 2.3.3 Ratio of In-State/Out of State Students | Target |
| KPI 2.3.5 Percentage of Transfer Students | Target |

Objective 2.4 Conduct research, teaching and service that integrates diversity for students, staff and faculty.

Strategy: Through internal and external partnerships and other collaborations, devise strategies in which research productivity that integrates diversity can be increased (UF/S = Underrepresented Faculty/Students)

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|--|--------|
| KPI 2.4.1 <i>Research</i> that integrates diversity themes | Target |
| KPI 2.4.2 <i>Research</i> Grants and Contracts Awarded to UF/S | Target |

KPI 2.4.3 - Integrating diversity as part of class curricula (<i>teaching</i>)	Target
KPI 2.4.4 – Number of outreach/ <i>service</i> projects aimed at diverse populations	Target

***this objective??? Does it belong in our section???**

Success Goal 2 – Diversity

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

Objective 2.1 – Increase diversity among students, staff and faculty

Strategy: Hold retreat and implement best practices for recruiting and retaining a diverse faculty

KPI 2.1.1 – Percentage of Minority Faculty Target: ?

KPI 2.1.2 – Percentage of Minority Students Target: ?

KPI 2.1.3 – Advancement of Female Faculty Target: ?

Objective 2.2 – Provide affordable educational opportunities to New Mexicans

Strategy: Establish task force to analyze and revise the undergraduate and graduate scholarship and waiver system

KPI 2.2.1 – Percentage of Need Met Target: ?

KPI 2.2.2 – Cost of Attendance In-State On-Campus Target: ?

Objective 2.3 – Enroll competitive proportion of in-state 2-year campus, out-of-state, international and graduate students

Strategy: Task Vice President for Student Success with developing a comprehensive enrollment management strategy

KPI 2.3.1 – Yield Rate First-Time Freshmen Target: ?

KPI 2.3.2 – Ratio of Graduate to Undergraduate Enrollment Target: ?



Draft document of International Reach Workgroup
Soumaila Sanogo, Patty Hartell, Kristian Chervenock, and Christopher Brown

President's Success Goal 3- International Reach

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

Background and Definitions

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. (<http://www.nafsa.org>)

Scope, Approach, and Process

The goal to internationalize New Mexico State University may be achieved following nine criteria used by the 2010 Selection Jury for the Senator Paul Simon Award for campus internalization (*Internationalizing the Campus: Profile of Success at Colleges and Universities*, NAFSA, Association of International Educators; <http://www.nafsa.org/-/File/-itc2010.pdf>):

- i. The campus has been widely internationalized across schools, divisions, departments and disciplines
- ii. There is evidence of genuine administrative or even broad-level support for internationalization
- iii. The campus-wide internationalization has had demonstrable results for students
- iv. The institution's mission or planning documents contain an explicit or implicit statement regarding international education
- v. The institution's commitment to internationalization is reflected in the curriculum
- vi. The campus-wide internationalization has demonstrable results with faculty
- vii. There is an international dimension in off-campus programs and outreach
- viii. There is internationalization in research and/or faculty exchange
- ix. The institution supports education abroad as well as its international faculty, scholars, and students

Objective 3.1 – Internationalize the NMSU campus.

Strategy 3.1: Expand reach of internationalization efforts. Seek and encourage engagement of academic, international, and constituent communities.

KPI 3.1.1. An international information table will be set at new student orientation.

Target: Fall 2012





KPI 3.1.2. A passport day will be established on campus and a scholarship fund will be created to assist students with the purchase of passport.

Target: Fall 2013

KPI 3.1.3. The number of foreign students at NMSU will increase as a result of coordinated efforts among the Study Abroad Office, International Student Services, Alumni Office, currently enrolled students, faculty, staff, and overseas alumni, and participation in recruiting fairs outside of the United States, and integration of international students into campus life and local community activities.

Target: Fall 2015

KPI 3.1.4. The number of inquiries to NMSU by foreign students will increase as a result of the dissemination of catalogs and brochures about NMSU through institutions around the world and information posted on NMSU website.

Target: Fall 2013

KPI 3.1.5: The number of NMSU students seeking an international experience abroad, in terms of internships and volunteering opportunities will increase as a result of channels established by NMSU in cooperation with Career Services, Alumni Office, International organizations and institutions

Target: Fall 2013

KPI 3.1.6. There will be an increase in the number of training sessions in cross-cultural communication for U.S. students and staff and for international students.

Target: Fall 2013

Objective 3.2 – Secure from central administration genuine commitment and support of international initiatives and activities.

Strategy 3.2.A: Secure permanent funding for a Dean of International Programs and provide adequate staffing to support the international initiatives set forth by the University and the dean.

Strategy 3.2.B: Ensure that NMSU commitment to International Programs is comparable to its Peer Institutions as evidenced by its allocation of fiscal resources and the necessary staffing to carry out this work. Conduct Peer Institution review of resource commitment to international programs and compare to NMSU's commitment.





KPI 3.2.1: NMSU will have installed a permanent Dean or Vice President of International Programs as well as the necessary staff to direct the university in its international initiatives.

Target: Fall Semester 2012

KPI 3.2.2: Evidence that NMSU's fiscal and staffing support to carry out its international directives is compatible with peer institution's international program support.

Target: Fall Semester 2012

Objective 3.3 – Expand international opportunities for NMSU students on all campuses.

Strategy 3.3.A: Bolster academic and experiential learning opportunities of an international nature for all students at NMSU main and branch campuses.

KPI 3.3.1: Increased number of Study Abroad students taking language and other courses. Increased number of students in the international experiential education Aggies Go Global program.

Target: Study abroad 38% increase or from about 290 in FY 2011 to 400 in FY 2012. Aggies Go Global program increase of 60% or from about 25 in FY 2011 to 40 in FY 2012.

KPI 3.3.2: Increased opportunities available to NMSU students for study, internship, research and volunteering opportunities abroad. Establishment of new partnerships and MOU's with international universities and third party program providers.

Target: Fall Semester 2013

KPI 3.3.3: Increased scholarship opportunities for students that participate in international activities as noted above.

Target: Fall Semester 2013

KPI 3.3.4: Enhanced marketing efforts for Study Abroad and Aggies Go Global so more students are aware of study abroad, internships, volunteering and research opportunities overseas.

Target: Fall Semester 2011 and ongoing

KPI 3.3.5: Continue to support Model UN team through fundraising events, promotion and recruitment.

Target: Fall Semester and ongoing





Objective 3.4 – Ensure that NMSU’s guiding principles (mission and vision statements) show a commitment to internationalization.

Strategy 3.4: In collaboration with the President, Provost, NMSU Senior Leadership Team and the Building the Vision Committee, develop a mission and vision statement for NMSU that includes our efforts to internationalize our campus.

KPI 3.4.1: NMSU’s mission and vision statements will include verbiage regarding our work to further internationalize the University.

Target: Beginning Fall Semester 2012

Objective 3.5 – Demonstrate NMSU’s commitment to internationalization through a progressive curriculum that includes a focus on global and multicultural events/issues.

Strategy 3.5.A: Provide incentives to departments and programs to increase the international dimension of classes and curriculum.

Strategy 3.5.B: Revise Viewing the Wider World (VWW) class requirements to make international or cross cultural content a requirement.

Strategy 3.5.C: Suggest that all academic advisors at NMSU proactively encourage an international experience; i.e. “When will you be planning to study abroad?”

Strategy 3.5.D: Prepare a resource handbook for academic advisors that will guide them in advising students on opportunities for international experiences.

KPI 3.5.1: A significant increase in the prominence of international issues in General Education (GE) and Viewing the Wider World (VWW) classes will be offered at NMSU.

KPI 3.5.2: Changes to the NMSU Policy Manual identifying VWW classes, such that having an international or cross-cultural component as being mandatory.

KPI 3.5.3: A completed survey of advisors and students evidencing the communication of study abroad opportunities at the advising level.

Target: Fall Semester 2013

Objective 3.6 – Expand international opportunities for NMSU faculty/staff on all campuses, research and experiment stations.

Strategy 3.6.A: Provide logistical support, guidance and funding opportunities for NMSU faculty/staff that wish to teach, research, develop projects or volunteer abroad.

KPI 3.6.1: Secured funds from Central to allow faculty release time to develop external funding proposals to increase collaborative and other international research efforts





(International Arid Lands Consortium is an example of funding that may support these activities).

KPI 3.6.2: Secured funds from Central to allow faculty release time to develop external funding proposals to support student travel and research abroad (The NSF Research Excellence for Undergraduates program is an example of the type of funding that may support these activities)

KPI 3.6.3: Evidence of increased international collaborative programs that facilitate international research and teaching endeavors.

Target: Spring Semester 2013

Objective 3.7 – Establish an international component in off-campus programs and outreach.

Strategy 3.7.A: Develop informational pamphlets showcasing international opportunities at NMSU their accessibility and benefits.

Strategy 3.7.B: Distribute pamphlets to extension offices, high schools and colleges within the state.

Strategy 3.7.C: Collaborate with NMSU recruiters to ensure that international opportunities are presented to potential students through hard copy, website and social media.

KPI 3.7.1: Pamphlets will be distributed to all audiences.

Target: Fall Semester 2012

KPI 3.7.2: Inquiries into international programs will increase.

Target: Fall Semester 2013

KPI 3.7.3: Assessment survey indicating if student enrollment decisions have been influenced by increased opportunities to engage in international activities.

Target: Fall Semester 2013

Objective 3.8 – Prioritize internationalization in research agendas and encourage more faculty exchanges.

Strategy 3.8.A: In collaboration with the Vice President for Research, Deans, Department Heads and International Programs, ensure that faculty are aware of and supported in participating in research initiatives internationally. In regards to faculty exchanges, collaboration between Colleges, Departments and International Programs will work to support the exchange of faculty between NMSU and institutions abroad.





KPI 3.8.1. Grant proposals led by NMSU faculty will include a significant number of collaborations with faculty at institutions abroad.

Target: Fall semester 2013

Objective 3.9 – Establish clear institutional support for international faculty, scholars and students.

Strategy 3.9: Increase opportunities and support for international scholars, students, and staff to come to NMSU to teach, study, do research, and provide outreach.

KPI 3.9.1: Develop a “play book” for bringing international researchers to NMSU and providing needed support (Library, Aggie Fit, ID card, ability to audit classes, etc).

Target: Fall Semester 2013

KPI 3.9.2: Evidence of increased recruitment activities internationally to bring more students from abroad to NMSU.

KPI 3.9.3: Increased number of MOU’s with partner institutions to develop new relationships that will bring faculty, staff and students from abroad to NMSU.

KPI 3.9.4: Increased funding opportunities supporting faculty, staff and students from abroad to come NMSU.

KPI 3.9.5: Program developed for working with existing visiting students and alumni to develop a network to support bringing faculty, staff and students from abroad to NMSU.

KPI 3.9.6: Enhanced support mechanisms that exist for faculty, staff and students from abroad that come to NMSU (ride board, bike pools, etc).

Target: Fall Semester 2014





DRAFT

President's Success Goal 4 – Economic Engine.

Goal 4.0 Be the economic engine for New Mexico through linking and strengthening our research and economic development partnerships

Background and Definitions

At President Couture's request, the Office of the Vice President for Economic Development (OVPED) is nearing completion of a strategic business plan that will address the need for a single vision and unified approach to economic development at NMSU. A collaborative and inclusive process has been implemented to set the vision, mission, goals, objectives and strategies for driving the economic engine of NMSU. Constituent groups, internal and external to NMSU, have been involved in the development process, so that inclusive representative constituent views have been heard. The results of this work are relevant to Goal 4 of BTV, and ensuring that the work of the OVPED and BTV authors dovetail into an effective economic development plan for the university is imperative.

Economic development may be characterized in a number of ways. For the purpose of this project, economic development is defined as a process for creating economic opportunities for individuals and growth opportunities for enterprises, raising the standard of living for New Mexicans.

Scope, Approach and Process

It is our vision that 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. The OVPED will carry that vision forward. Working in cooperation with partner offices and vice presidents, the mission of the OVPED is to develop strategic relationships that create economic opportunity for the citizens of New Mexico and enhance the mission, purpose and advancement of the university.

The objectives and strategies which follow were developed as part of the OVPED planning process.

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

Strategic Plan

Objective 4.1: To engage the state-wide resources of NMSU to facilitate economic development.



Strategy 4.1.1: Employ Cooperative Extension Services' (CES) resources as an entry point to New Mexico communities.

Strategy 4.1.2: Extend the technical and professional expertise and resources of NMSU to address challenges and opportunities within the business environment and community at large.

KPI 4.1.1: Extension offices engaged in university-wide economic development Target: % of counties

KPI 4.1.2: Requests and referrals (growth) Target: %

Objective 4.2: To educate a diverse, internationally competitive, qualified, and entrepreneurial workforce.

Strategy 4.2.1: Develop, enhance, and implement methods for assessing the existing and anticipated workforce needs in New Mexico.

Strategy 4.2.2: Assist deans and colleges in strengthening the role of certificate programs, distance education, and two-year colleges in workforce development.

Strategy 4.2.3: Collaborate on cross-disciplinary initiatives that support entrepreneurial endeavors.

KPI 4.2.1: Workforce needs assessment Target: Annual

KPI 4.2.2: Certificates and two-year degrees awarded (growth) Target: %

KPI 4.2.3: Students involved in cross-disciplinary Initiatives (growth) Target: %

Objective 4.3: To transition the discoveries and innovations of NMSU researchers into the marketplace.

Strategy 4.3.1: Forge productive partnerships between researchers, entrepreneurs, and investors to accelerate technology commercialization.

Strategy 4.3.2: Position NMSU programs to lead in areas of entrepreneurship, technology business incubation, and commercialization.

Strategy 4.3.3: Engage NMSU faculty, staff, and students in the technology transfer process.



KPI 4.3.1:	Private investment (growth)	Target: %
KPI 4.3.2:	Invention disclosures (growth)	Target: %
KPI 4.3.3:	Licenses executed (growth)	Target: %
KPI 4.3.4:	Faculty applications to proof of concept center (growth)	Target: %

Objective 4.4: To employ the resources of NMSU to attract and retain a diversified pool of commercial partners and industries.

Strategy 4.4.1: Promote NMSU as a contributor to an attractive business climate.

Strategy 4.4.2: Establish the OVPED as a bridge between the needs of New Mexico businesses and solutions available through NMSU resources.

KPI 4.4.1:	Commercial partnerships (growth)	Target: %
KPI 4.4.2:	Home-grown industries (growth)	Target: %
KPI 4.4.3	Commercial requests and referrals (growth)	Target: %

Objective 4.5: To 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 4.5.1: NMSU will take a lead role in fostering existing partnerships and collaborations, and establishing new, formalized relationships with internal and external parties that are strategic, beneficial and provide a diversified network of relationships.

KPI 4.5.1:	Research expenditures (growth)	Target: %
KPI 4.5.2:	Research park tenants (growth)	Target: %
KPI 4.5.2:	Formal Strategic Partners (growth)	Target: %

President's Success Goal 5 – Effectiveness and Efficiency

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

A discussion prepared by the Effectiveness and Efficiency Work Group:
Satish Ranade, Glen Haubold, Mark Walker, Fred Lillibridge, Natalie Kellner

Background and Definitions

Effectiveness

Effectiveness is the degree to which we accomplish items in the stated mission and clarified in BTV Goals and Objectives. Effectiveness is a hard constraint and, as a general rule, efficiency and other considerations cannot be allowed to compromise the mission. When they do, the compromise must be documented and mitigation strategies and time-lines must be defined and communicated.

Efficiency

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. It is important to accept that, in the near term, efficiency efforts will compromise effectiveness. The opportunity is to make necessary and prudent investments to gain efficiency in the longer term.

Any discussion of Effectiveness and Efficiency in NMSU's academic programs must recognize the constraints of enrollment-based I&G funding. In order to improve effectiveness in instruction as well as the research and service areas we must find alternate revenue sources– research leading to IP, new services, revenue form assets, and revenue from advancement. Systemic improvements cannot be funded from enrolment-based state appropriations alone.

Scope, Approach and Process

The work group reviewed several E&E efforts at other universities, notably the University of Maryland System, the University of North Carolina System, and UC Santa Barbara, and

UT Knoxville. Each of these institutions has created an E&E committee in the last five years. It appears that the committees were created in response to significant financial exigency.

These committees have had very significant community involvement; the North Carolina committee comprises representatives from the business and government communities. The committees have concentrated on cost reduction or avoidance through program reduction, process realignment and the elimination of redundancies. Strategies for cost reductions and/or revenue enhancement that are cited most frequently include: competitive contracting, tuition (resulting additional state support excluded), workforce/overtime reduction and deferred maintenance and repair. It appears implied that effectiveness has not been compromised by these measures; however the following comment is telling: "The Effectiveness & Efficiency for the Future committee of the Board of Trustees was formed in September 2008 to establish an ongoing emphasis on practicing the most responsible stewardship of University resources. Initially, the committee worked to help determine, implement and monitor savings initiatives. As it goes forward, the committee will serve to facilitate a culture of careful and conservative use of operating resources." [UT Knoxville, 2008, <http://bot.tennessee.edu/committees/eef/index.html>]

NMSU appears to have already made considerable headway in effectiveness and efficiency. In 2010 the president appointed a standing committee, 'Efficiency and Effectiveness' (<http://business.nmsu.edu/~eec/>), under the leadership of Dr. Garrey Carruthers. This committee has operated as a 'think tank', generating a number of ideas to achieve efficiency in processes. These ideas are discussed and ranked- we suspect the impact on effectiveness is considered here - and the top five are recommended to the President for consideration. Implementation decisions are made by the President. The first report with a number of recommendations was submitted in December 2010. As an example, under utility bills, relamping recommendations have been implemented with savings of several tens of thousands of dollars. The work of this standing committee is expected to continue for the next many years.

Effectiveness and Efficiency Strategic Plan

As discussed above, specific efficiency improvements are often the first step towards effectiveness and efficiency. Further, these steps are already being developed by the E&E standing committee. In the context of BTV then, effectiveness and efficiency should be a 'meta-goal' that cuts across the mission and the other BTV Goals and Objectives. It should focus strategically on what it takes to successfully meet the mission: how successful are we in bringing value added to our constituents and are prepared to mitigate fiscal challenges that are sure to continue?

The BTV process started with the seven success goals stated by President Couture. Listed below are the seven goals as well as the goal dealing with Effectiveness and Efficiency.

BTV Goals

- 1.0 Strengthen our commitment to diversity of faculty, staff, and students, anchoring our path to excellence in an unwavering commitment to access and tolerance
- 2.0 Make graduation Goal #1 for our students and ensure demonstrable increases in student persistence in our degree and certificate programs
- 3.0 Focus our international reach to prepare students for a global society and expand our land-grant teaching and research missions.
- 4.0 Be the economic engine for New Mexico through linking and strengthening our research and economic development partnerships
- 5.0 Achieve maximum effectiveness and efficiency in serving our communities and constituencies across our university system
- 6.0 Substantially increase our university endowment
- 7.0 Build a culture of pride in partnership and achievement in our classrooms, studios, and laboratories and on our campuses, courts, and fields

Goal 5 - Effectiveness and Efficiency

- 5.0 Achieve maximum effectiveness and efficiency in serving our communities and constituencies across our university system [Discussion of President's Success Goals and Living the Vision (04/06/11)]
 - 5.1 Provide faculty in adequate numbers to assure quality teaching and academic support
 - 5.1.1 Interdisciplinary Proposal Growth
 - 5.2 Attract and tenure faculty with terminal degrees and provide competitive, comprehensive compensation package
 - 5.2.1 Average Faculty Salary
 - 5.3 Provide faculty in adequate numbers to assure quality teaching and academic support
 - 5.3.1 Instructional Quality, % SCH Taught by Tenure/TT Faculty FTE
 - 5.3.2 Instructional Productivity, SCH per Faculty FTE
 - 5.3.3 Student/Faculty Ratio
 - 5.4 Appropriately allocate resources for instruction, research, service and administration
 - 5.4.1 Instructional Expense per Student FTE
 - 5.4.2 Administrative Employee FTE per Total FTE
 - 5.5 Obtain increasing levels of instructional funding
 - 5.5.1 Instructional SCH Growth
 - 5.5.2 Instructional Formula Dollar Growth



The E&E goals and objectives should emphasize a balance between effectiveness and efficiency. For this reason we suggest a restructuring of the objectives and the four goals listed below are offered for discussion as a first draft.

Objective 5.1: Effectively engage, educate and enrich students; provide quality teaching and research that allows the university to explore, investigate and innovate; and thereby serve the state and community at large.

Strategy 5.1.A: Provide curriculum which develops critical thinking skills, effectively utilizes technology, fosters independent seeking of knowledge, and supports diverse, competitive and evolving careers by establishing a University Teaching Council (UTC), with significant faculty involvement and reporting to the Provost, to be charged with:

- a. Reviewing the undergraduate curriculum and the appropriate distribution of tenure and non-tenure track faculty
- b. Developing appropriate measures for quality of teaching
- c. Developing, soliciting and fast-tracking curricular and classroom innovations
- d. Developing, collecting and reporting metrics and reporting annually on effectiveness and efficiency
- e. The UTC should be established by 2012 and develop appropriate KPI

The KPI's and targets will be developed by the UTC but might include:

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| KPI 5.1.1 | Student performance on critical thinking assessments given in each year of their academic program
<i>Target: 90% success rate</i> |
| KPI 5.1.2 | Employer surveys of student capability
<i>Target: 90% acceptable or superior</i> |
| KPI 5.1.3 | Seat availability
<i>Target: 90% of students should be able to enroll classes they need</i> |
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Strategy 5.1.B: Perform cutting-edge research and development as a critical part the education mission in both undergraduate and postgraduate programs by asking that the University Research Council (URC) to accept the additional charge of:

- a. Developing innovative programs to assist new faculty in establishing programs, and senior faculty as they change focus areas
- b. Developing , soliciting and fast-tracking research innovations in key cutting-edge areas
- c. Developing, collecting and reporting metrics and reporting annually on effectiveness and efficiency of the research process.

The KPI's and targets will be developed by the URC but might include:

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|-----------|---|
| KPI 5.1.4 | Funding in identified key areas
<i>Target: 25% of institutions with significant research in subject area</i> |
| KPI 5.1.5 | Faculty publications in key areas
<i>Target: 25% of institutions with significant research in subject area</i> |
| KPI 5.1.6 | Overall competitive funding
<i>Target: 105% of peer institutions</i> |
| KPI 5.1.7 | Overall faculty publication rate
<i>Target: 125% of peer institutions</i> |
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Objective 5.2: Efficiently utilize instructional, research, service and administrative resources to minimize cost to the student, the institution, and the public.

Strategy 5.2.A: Review course offerings and the semester structure, including the summer term, to address student preparation, advance student completion, utilize the faculty resource to realize a better return on instructional facilities and develop standards for utilization of instructional space.

KPI 5.2.1 Facilities I&G operating expense funds per SCH

Target: 85%-115% of peer average

KPI 5.2.2 Instructional expense per SCH

Target: 85%-115% of peer average

KPI 5.2.3 Administrative expense per SCH

Target: 85%-115% of peer average

KPI 5.2.4 Efficiency of investments

Target: Three year simple payback ROI

Strategy 5.2.B: Establish and utilize revolving funds to sponsor educational innovations, process improvements and cost reduction strategies

KPI 5.2.5 Size of revolving fund

Target: \$1.5M

KPI 5.2.6 Return on investment

Target: 5:1

Strategy 5.2.C Establish and utilize revolving funds to substantially increase seed investments leading to NMSU hosting significant research programs

KPI 5.2.7 Size of revolving fund

Target: \$1.5M

KPI 5.2.8 Return on investment

Target: 5:1





Objective 5.3: Seek and capitalize on alternative revenue streams.

Strategy 5.3.A: 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.

KPI 5.3.1 Non I&G and non-research revenues

Target: \$5M recurring

Strategy 5.3.B: Expand continuing and professional education, extension services, and service activities.

KPI 5.3.2 Largely self-supporting

Target:

KPI 5.3.3 Students served

Target:

KPI 5.3.4 Service provided to community and government agencies

Target:





Objective 5.4: Provide a system of rewards and incentives to propel the University towards excellence and growth.

Strategy 5.4.A: Develop a system of rewards in the form of salary enhancements for faculty and staff, and budget enhancements for colleges and other units to recognize innovative or extraordinary contributions to the President's seven goals. The contributions should be sustained and sustainable. Examples might include online programs, certificate programs, research centers, research that produces direct economic development, procedural enhancements, sustainable development, etc.

KPI 5.4.1 Number of teaching contributions recognized annually

Target: 1

KPI 5.4.2 Number of research contributions recognized annually

Target: 1

KPI 5.4.3 Number of administrative contributions recognized annually

Target: 1

KPI 5.4.4 Number of faculty and staff recognized annually

Target: 3





Objective 5.5: Enhance university transparency and public accountability.

Strategy 5.5.A: Promote a shift in culture by widely engaging the extended university community in planning, and by sharing information through multiple communication channels and publically available accountability dashboards.

KPI 5.5.1 Transparency, accountability and inclusion survey

Target: 90% Satisfaction

KPI 5.5.2 Accountability dashboard

Target: September 2012 and annually thereafter

Strategy 5.5.B: Fully integrate university planning, prioritization, budgeting, assessment and review and publish report card on how effectively we execute our mission and how efficiently we execute our mission.

KPI 5.5.3 Publication of report card

Target: September 2012 and annually thereafter





Appendix

The table below lists commonly used strategies and specific actions towards efficiency improvement. We do not imply that they always do or do not work.

Related to Physical Plant

Reduction of energy expenditures through technology and procedural means

Improved maintenance procedures

Deferred maintenance

Outsourcing

Elimination of positions

Related to Instruction

Increase productivity as in SCH/FTE. Although a euphemism for large classes, this does not necessarily imply lower effectiveness.

Reduction in faculty lines

Elimination of small classes

Related to Administration

Process improvement

Consolidation of functions

Outsourcing

Elimination of administrative positions





President's Success Goal 6 – Alumni and Friends

Substantially increase our university endowment and alumni giving

Background and Definitions

Building and growing a university endowment is a top priority for several reasons.

Like all public universities, New Mexico State builds its budget from five income streams: tuition and fees, sponsored funding, internal reallocations, 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 NMSU being able to continue providing a quality educational experience and, to fulfill 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.

“If you take the 20 best endowed universities in America, you’ve got the 20 best universities. It’s that simple. Because you get good if you have the money to get good. And that means having a better faculty, having better facilities, having a better library, having better computer systems, and all the rest.” *Rev. Theodore M. Hesburgh, C.S.C., President Emeritus, University of Notre Dame.*

Alumni giving has become a popular measure of overall alumni satisfaction, and gifts from alumni typically provide a significant percentage of overall gift support.

Definitions:

Endowment – A permanent fund bestowed upon an individual or an institution to be used for the purpose(s) set forth by the donor. Typically, the principal amount of the endowment is invested, and only a portion of the earnings is spent each year.

Endowment Per Student – The total university endowment divided by the total university enrollment

Total funds raised annually – For this purpose, the total of the following: cash gifts received, gifts in-kind, documented pledges of cash, documented deferred gifts, whether revocable or irrevocable

Alumni Giving Rate – The percentage of alumni who received a undergraduate degree from NMSU who support the university with a gift in any given fiscal year (U. S. News & World Report definition)





Active Alumni Chapters – An active alumni chapter is an officially sanctioned group of alumni and supporters who have elected officers and hold at least one NMSU-related event annually.

Scope, Approach and Process

The committee obtained comparison figures from our identified peer group in helping set appropriate targets for the future, and worked with the university’s outside investment counsel to refine the targets. In addition, the committee sought-out best practices from effective development and alumni operations at other universities in making recommendations.

Strategic Plan

Objective 6.1: Increase the University Endowment

Strategy 6.1.A: 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.

KPI 6.1.1: Total Endowment Value **Target:** (still awaiting data)

KPI 6.1.2: Total Endowment per Student **Target:** Top half of peer group

KPI 6.1.3: Total Funds Raised Annually **Target:** (still awaiting data)

Objective 6.2: Improve and Sustain Relationships with Alumni and Friends

Strategy 6.2.A: The new Executive Director of Alumni Relations will develop an engagement plan designed to increase alumni participation in all areas of the university

KPI 6.2.1: Alumni Giving Rate **Target:** 10 percent

KPI 6.2.2: Alumni Satisfaction **Target:** Comprehensive survey

KPI 6.2.3: Active Alumni Chapters **Target:** Each chapter active annually





President's Success Goal 7 – 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

Background and Definitions

In preparation for configuring this Goal, the workgroup focused on what it means to be an Aggie, which can vary as the University has gone through several generations of educating individuals. Previous University administrations had different ideas of what it means to be an Aggie, translating to less participation and apathy for being an Aggie from Alumni, and current students, faculty and staff. The workgroup met on several occasions and shared their experiences from previous institutions and recommended outlining a plan for developing the culture of pride, and researching current activities. Thus, the outcome of this goal is ultimately to build relationships and provide positive experiences with interested individuals, including students, alumni, faculty/staff and the entire community associated with New Mexico State University.

Scope, Approach and Process

Build a culture of pride and connection between students, faculty and staff, Athletics and Community in an effort to express what it means to be an NMSU Aggie.

Strategic Plan

Objective 7.1: Develop a culture of pride in knowledge of NMSU traditions

Strategy 7.1.A: Grow knowledge of the school song and/or development of a creed or philosophy.

Strategy 7.1.B: Develop knowledge of the President's Success Goals

Strategy 7.1.C: Promote the significance and meaning behind the President's Challenge Coin and providing support for our students

Strategy 7.1.D: Encourage faculty and staff to adopt a student and take an interest in a student's progress towards graduation

KPI 7.1.1: Number of faculty and staff mentors **Target:** 100% participation

KPI 7.1.2: Number of students sponsored **Target:** 100% participation

KPI 7.1.3: Prevalence of the Success Goals and Coin Challenge in marketing pieces and communications **Target:** 80% participation and infiltration



KPI 7.1.4: Incentives for mentoring and being mentored. **Target:** 80% participation

Objective 7.2: *Develop a culture of pride by participation and attendance at important NMSU events*

Strategy 7.2.A: Encourage students, faculty and staff to take part in annual events

Strategy 7.2.B: Revitalize the NMSU ring ceremony

Strategy 7.2.C: Facilitate, market, reward and celebrate collaborative event efforts

KPI 7.2.1: Attendance at convocation, commencement, Aggie welcome week **Target:** 80% participation and attendance

KPI 7.2.2: Attendance at academic, athletic, student and alumni events **Target:** 80% participation and attendance

Objective 7.3: *Develop a culture of pride by exhibiting NMSU products and logos*

Strategy 7.3.A: Promote Crimson Fridays by developing and wearing common departmental shirts

Strategy 7.3.B: Encourage the community to take part by flying NMSU flags for athletics events and important university events

Strategy 7.3.C: Encourage departments to develop view book and brochures to provide to visitors interested in attending or contributing to NMSU

Strategy 7.3.D: Increase webpage advertising indicating NMSU history and individual, departmental or university achievement stories

KPI 7.3.1: Saturation of wear crimson **Target:** 50% infiltration

KPI 7.3.2: Saturation of community flags **Target:** 25% infiltration

KPI 7.3.3: Saturation of departmental view books **Target:** 80% infiltration

KPI 7.3.4: Saturation of NMSU history and university achievements on mynmsu main page **Target:** 80% infiltration

KPI 7.3.5: Open house events page **Target:** 80% infiltration

KPI 7.3.6: Student and faculty/staff developed images/animation with music placed strategically throughout NMSU website **Target:** 80% infiltration

Objective 7.4: *Develop a culture of pride by being recognized for a high quality faculty, staff and student body*

Strategy 7.4.A: Show pride by developing an initiative to encourage students, faculty and staff to contribute to Employee Council, Faculty Senate, ASNMSU and other councils in order to develop and improve NMSU's mission and vision

Strategy 7.4.B: Inform and encourage faculty and staff at the new employee orientation to contribute to the university via these formal bodies

Strategy 7.4.C: Encourage professional behavior and communication amongst NMSU employees through the establishment of a new annual awards program

Strategy 7.4.D: Increase webpage advertising indicating NMSU research, teaching, service, outreach and collaboration stories

Strategy 7.4.E: Encourage and support service-learning activities throughout the University

KPI 7.4.1: Number of individuals contributing to committees and programs which shape NMSU **Target:** 80% participation

KPI 7.4.2: Number of individuals contributing to committees and programs which shape NMSU **Target:** 80% participation

KPI 7.4.3: Number of reported instances of professional behavior and communication reported **Target:** 80% participation

KPI 7.4.4: Number of annual awards given out recognizing professional behavior and communication reported **Target:** 80% participation

KPI 7.4.5: Instances of national, state and local recognition of NMSU **Target:** 80% infiltration

KPI 7.4.6: Number of service learning projects **Target:** 50% participation

BTV Committee Summary, August 2, 2011
Corbett Center Colfax Room • 7:00 – 9:00am
Bobbie Derlin, Facilitator

Announcements/Feedback

- Announcements: Reminder of submission deadline for workgroup drafts (8/23)
- Feedback: Goal numbers may suggest priority, will be a consideration for consolidated strategic plan document, no recommendations have been received for subject matter experts at fall meetings, challenge of keeping workgroup draft indicators to an appropriate and reasonable level

Goal #7 – Culture of Pride

- Workgroup: E. Lopez review of efforts and development of objectives and key performance indicators (KPIs), consultation with other personnel for feedback (Glen Haubold, Bernadette Montoya, Ruth Prescott, Valerie Pickett), particular goal involves more than just an academic plan
- NMSU traditions: Should be instilled and honored, may be difficult to change even when advisable (e.g. issue with Aggie Fight Song lyrics), encouraging attendance at important events and involvement in councils, dissemination of information during student, faculty and staff orientations
- Student, faculty and staff recognition: Should demonstrate their versatility and emphasize strengths (e.g. service to community, NSF recognition), celebrating accomplishments repeatedly and consistently
- Considerations: Approach to goal should be bottom-up, need well-defined vehicle to communicate and increase awareness of NMSU traditions and points of pride, using social media can be explored, involvement of University Communications in fall session, understanding relationship between BTV and Academic Program Review (APR)

The next meeting is scheduled for Tuesday, 8/23 at 7:30am in the Corbett Center Colfax Room.