

BTV Committee Summary, September 7, 2011

Corbett Center Colfax Room • 7:30 – 9:00am

Bobbie Derlin, Facilitator

Workgroup Drafts

- Graduation: D. Smith update on progress, strategies and KPI's have been completed
- Economic Engine: J. Arterburn review of draft, question of whether goal is more institutionally focused or driven by colleges, inclusion of strategy to deal specifically with the Las Cruces campus, consideration to include objective/strategy that addresses the relationship between degrees awarded and their effect on the economy, career development, the role of the Arrowhead Center and international students
- Effectiveness and Efficiency: S. Ranade review of draft, Objective 5.1 corresponds to baccalaureate outcomes and the efforts of University Outcomes Assessment Council (UOAC), possible development and presentation of dashboards, KPI's may need to be reduced to a more manageable level
- Alumni and Friends: D. Prescott update on progress, narrative sections have been completed, target for endowment value needs to be realistic so the period of time the academic plan will cover is significant, Provost will consult with President and BOR to determine appropriate timeframe, donations and gifts for such items as building dedications and endowed chairs could be their own category, expansion of objective/strategy to address "Friends" portion of the goal

Diversity Goal Document

- Staff revisions to draft, used formatting from previous versions
- Considerations: There is a finite level of improvement for KPI in Objective 1 (increase by 1% per year), NMSU expects to exceed national norms of diversity, knowing when to celebrate success, "recognize and promote" instead of "increase diversity" for Objective 1, "explore diversity and maximize participation" for Objective 3, diversity should not be limited to NM and the border region, it will be important to maintain priorities with broader approach

Other

- Considerations: Timeframe needed for overall academic plan, cycle of review and revisions for plan and strategies, measures vs. actions for KPI's
- Next steps: Graduation, International Reach and Effectiveness and Efficiency drafts are ready for staff review. Diversity workgroup will review staff version. Economic Engine, Alumni and Friends and Culture of Pride workgroups will continue work on their drafts based on committee input.

The next meeting is scheduled for Tuesday, 9/20 at 7:30am in La Academia (Milton Hall 185).

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

1. Announcements/Feedback
 - a. Workgroup feedback
2. Workgroup drafts
 - a. Economic Engine
 - b. Effectiveness and Efficiency
 - c. Alumni and Friends
3. Diversity goal document
4. Other

Building The Vision Committee
8-23-11
Corbett Center Colfax Room (210)
7:30 – 9:00 a.m.

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

DRAFT (09/06/2011)

President's Success Goal 1: Graduation Goal #1

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

Background and Definitions

Graduation is the appropriate culmination to the academic experience of the vast majority of NMSU students. Graduation rate data therefore provide an important metric for evaluating institutional success. In addition, graduation should be a primary educational objective for our students and a goal that is vigorously supported by our administration, faculty, and staff, both philosophically and through the allocation of resources.

Scope, Approach and Process

Graduation rate data: Diversity of degrees and pathways to graduation lead to several types of graduation rates calculated over various time scales (4-year, 6-year, etc.) and student cohorts (first-time entering students, transfer students, graduate students, etc.). The most extensive data on graduation rates both at NMSU and nationwide are associated with degree-seeking, first-time entering student cohorts, a group that makes up roughly one half the NMSU student population. These rates can be readily correlated with student input data, providing guidance in developing strategies and objectives for improvement and clarity in assessing our performance relative to other institutions.

Because methodology for calculating graduation rates for other types of student cohorts is not well-defined and universal, the recommendations given here are derived mostly from data on first-time entering students. Nevertheless, the objectives are still designed to impact the broader undergraduate student community. The scope does not currently include the graduate student population where issues contributing to student success are not well understood and may likely be quite different.

Demographic factors and graduation rates: Analysis of NMSU graduation rate data identifies numerous demographic factors that correlate significantly with graduation success. These include:

- High school GPA
- ACT scores
- Financial need
- Race/Ethnicity
- Gender

- First-semester college GPA
- First generation college attendee

These factors are not unique to NMSU, mirroring trends in graduation that are observed nationwide. This information implies that demographic influences such as racial or economic diversity should be accounted for when assessing graduation rate data in comparison not only with other institutions but also with NMSU's historical graduation rates as student body demographics evolve. These data also imply, and national data confirm, that admissions requirements strongly impact graduation rates.

Persistence -vs- graduation: As persistence is a prerequisite for graduation, data related to student retention are considered directly relevant to the graduation goal. Recently, NMSU engaged in an extensive assessment of the First Year student experience through the Foundations of Excellence. This work culminated in the First Year Improvement – Actions for Comprehensive Transformation (FYI-ACT) final report in the spring of 2008. This strategic plan includes supporting effective implementation of the recommendations given in that document.

Strategic Plan

Objective 1.1: Enhance the first-year experience

Strategy 1.1.A: Proceed with implementation and support of FYI-ACT priority action items as recommended by the FYI-ACT Committee.

KPI 1.1.A1: Assess implementation of FYI-ACT priority action items

KPI 1.1.A2: Increase one-year retention rate for first-time entering students

Objective 1.2: Ensure an educational environment that provides broad-based support of student completion goals.

Strategy 1.2.A: Establish a process to monitor and advise on long-term strategic academic completion goals.

KPI 1.2.A1: Increase four-year and six-year graduation rates for first-time entering students

Strategy 1.2.B: Align NMSU's institutional mission and priorities with academic completion goals through evaluation of admission standards, enrollment levels, remediation mechanisms, and allocation of resources.

KPI 1.2.B1: Decrease the number of first-time entering students who require developmental courses

KPI 1.2.B2: Balance student enrollment in high demand programs.



Strategy 1.2.C: Provide strategic coordination of student advising, course scheduling, and course offerings to minimize scheduling barriers to completion goals.

KPI 1.2.C1: Provide sufficient resources to meet course demand.

KPI 1.2.C2: Improve student satisfaction with advising and course scheduling.

KPI 1.2.C3: Obtain and use salient information to align course scheduling and course offerings with student needs.

Strategy 1.2.D: Develop faculty/student relationships beyond the classroom through faculty participation in learning communities, mentoring programs, service learning projects, campus-wide events, etc.

KPI 1.2.D1: Increase the number of and support for opportunities to establish faculty/student relationships, and value/recognize faculty participation in learning communities, mentoring programs and service learning projects.

Strategy 1.2.E: Enhance student support in a holistic fashion that involves collaboration between academic units and student services, and that employs varied delivery options to reach a broad segment of the student population.

KPI 1.2.E1: Increase the percentage of at-risk students identified and supported through intervention programs

KPI 1.2.E2: Increase mentoring opportunities for all students, both as mentor and mentee as appropriate.

KPI 1.2.E3: Increase the percentage of student participation in student support activities and functions.


Objective 1.3: Develop a culture in which graduation is the primary educational objective of our students, vigorously supported by our administration, faculty, and staff.

Note: This objective directly overlaps with the “Culture of Pride” objectives as they relate to student success.

Strategy 1.3.A: Implement and support activities and processes designed to develop a “culture of completion”.

KPI 1.3.A1: Increase participation in Freshman Convocation and Welcome-Week activities

KPI 1.3.A2: Increase the visibility of “Graduation is Goal #1” in communications around the campus, and among faculty staff and students.





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?

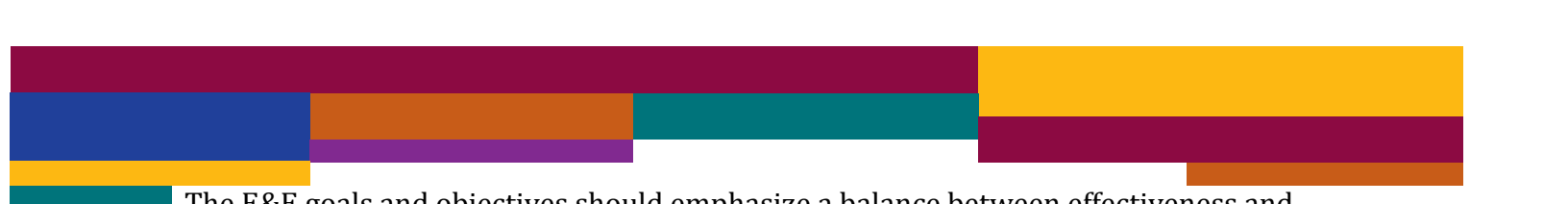
The BTV process started with the seven success goals stated by President Couture. Listed below are the seven goals as well as the goal dealing with Effectiveness and Efficiency.

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:

- | | |
|-----------|--|
| 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> |
- 




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:

- | | | |
|-----------|-----------------------------------|--|
| 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> |
- 



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



Goal: 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 1 – Increase diversity of students, faculty, and staff

Strategy – Examine the diversity data for each academic affairs college and division unit, and develop a plan with specific numerical or percentage goals for increasing diversity

KPI: Complete unit evaluations and goal setting by May 2012

Strategy – Develop a communications plan to publicize identified challenges and tactics to overcome the challenges in each academic affairs college and division unit.

KPI: Publish plans (internally) by October 2012

Strategy – Focus recruitment efforts, by college, to diversify the tenure system faculty.

KPI: Net increase in underrepresented minority faculty by one per year per college

Strategy – Focus student recruitment and retention efforts, by college, to diversify degree recipients (baccalaureate and post-graduate)

KPI: Increase by 1% per year per college

Objective 2 – Shape undergraduate student population in baccalaureate degree programs to reflect the diversity of New Mexico high school graduate population

Strategy – Establish Enrollment Management Council to develop recruitment and financial aid plans

KPI: Draft of new recruitment and aid strategy by February 2012

KPI: Implementation of new recruitment and aid strategy by January 2013

KPI Increase in diversity of baccalaureate degree student enrollment of XX% by DATE

Objective 3 – Reflect commitment to the diversity of New Mexico and the border region in research/creative activity

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

KPI: Increase in number of grant proposals and projects (focusing on New Mexico and border issues) funded by external agencies by XX over the next 5 years

Objective 4 – Reflect commitment to the diversity of New Mexico and the border region in instructional programs (both within the majors and in general education)

Strategy – appoint task force to review curriculum with goal of cataloguing relevant diversity-focused instructional activities and developing process for increasing curricular/instructional commitment to New Mexico-related diversity

KPI: Task force report submitted by September 2013

KPI: Goals set for increase in relevant course offerings, by college, by December 2013