A New Era of Excellence through Partnership:

Building the Vision
Academic Strategic Plan
2012 - 2017

New Mexico State University
Adopted by Board of Regents: May 11, 2012
A New Era of Excellence through Partnership:

Building the Vision
Academic Strategic Plan
New Mexico State University

The Building the Vision Academic Strategic Plan is the framework by which the Las Cruces Campus of New Mexico State University intends to fulfill the academic mission of the President’s vision of A New Era of Excellence through Partnership, as encompassed in seven strategic success goals:

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

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

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

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

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

**Alumni and Friends**  Substantially increase our university endowment and alumni giving

**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

The plan both honors the Living the Vision strategic plan (see note below), and incorporates new Presidential goals. The plan serves as a coordinated, high-level strategic plan for academic affairs and is supported by more detailed college and division plans. This five year plan will be reviewed and updated at least annually, with a rolling five year focus.

The plan is ambitious, particularly in a time of constrained resources, and it relies on wise stewardship of resources and alternative revenues to fund its commitment to access and excellence in instruction, research and service. The plan has been communicated to and is supported by university stakeholders.

Note: Items appearing in blue reference components of the Living the Vision plan.
A New Era of Excellence through Partnership:

Building the Vision

The NMSU Building the Vision Academic Strategic Plan is structured as follows:

- **Mission**: The fundamental purpose of NMSU
- **Vision**: NMSU’s view of how it seeks to impact its enterprise
- **Goals**: Broad challenges NMSU strives to meet
- **Objectives**: Discrete, specific, tangible intentions of NMSU Academic Affairs
- **Strategy**: Methods NMSU Academic Affairs will use to accomplish its objectives
- **Actions**: Specific tactics implemented by NMSU Academic Affairs to achieve results
- **Key Performance Indicators (KPIs)**: Quantifiable measures of the effectiveness of the plan
- **Targets**: The desired performance levels to be achieved

NMSU Mission

New Mexico State University is the state’s land grant university, serving the educational needs of New Mexico’s diverse population through comprehensive programs of education, research, extension education and public service.

NMSU Vision

By 2020, New Mexico State University will be a premier university as evidenced by demonstrated and quantifiable excellence in teaching, research and service relative to its peer institutions. - LTV

President’s Charge

“Our continued work on aligning NMSU’s strategic planning process with our program evaluation, budgeting and assessment processes will continue. Under the direction of Provost Wilkins, the Living the Vision plan will be refined to incorporate the seven Goals for Success announced during my inauguration. The strategic plan will then more fully reflect present initiatives in focusing our international reach in preparing our students for a global society, and in building an NMSU culture of pride in partnership.”

“I am committed to honoring our past commitments as we define a new path that will make us truly competitive with the best state universities in our nation” …in a “renewed effort we will call ‘Building the Vision,’ a phrase that both encompasses our past goals and recognizes that in today’s competitive environment we need to be ever responsive to external demands for relevant programs and cutting-edge research.”

“Dr. Wilkins will work with our deans and faculty to examine this fit and gather input on ways we can expand our system of metrics to more accurately measure our progress, a process that will make it easier for us to set university priorities while meeting increasing demands from our state and federal governments for measurable evidence of progress.”

“Additional faculty and staff appointments to the continuing work group on our strategic planning efforts, now Building the Vision, will be announced in the near future and I look forward to sharing their recommendations and plan with you.”

- NMSU President Barbara Couture
Make graduation Goal #1 for our students and ensure demonstrable increases in student persistence in our degree and certificate programs.

Graduation is the appropriate culmination to the academic experience, and the primary educational objective for our students. This goal is vigorously supported by our administration, faculty, and staff, both philosophically and through the allocation of resources. Although success is measured differently for each student, the ultimate goal for all degree-seeking students at NMSU should be graduation.

Numerous demographic factors correlate significantly with graduation success at NMSU, mirroring trends in graduation observed nationwide. Demographic influences and admission requirements strongly impact graduation rates, and differentiated intervention strategies may be employed to achieve progress.

NMSU values each of its students, and supports the success of its student body through outreach programs and interventions, including programs targeted towards students in their first year of higher education and throughout their academic career. The university honors and respects its land-grant and research missions and its trust in serving the state’s richly diverse population, the intended beneficiaries.

Graduation Goal #1 – Benchmarked Key Performance Indicators

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Target</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI 1</td>
<td>One-year retention rate for first-time entering students</td>
<td>10% increase by Fall 2017</td>
<td></td>
</tr>
<tr>
<td>KPI 2</td>
<td>Four-year and six-year graduation rates for first-time entering students</td>
<td>10% increase by Spring 2017</td>
<td></td>
</tr>
<tr>
<td>KPI 3</td>
<td>Percent of graduate students completing within 150% of time</td>
<td>5% increase by Spring 2016</td>
<td></td>
</tr>
<tr>
<td>KPI 4</td>
<td>Percent of bachelors degree recipients matriculating to graduate and professional schools</td>
<td>10% increase by Fall 2017</td>
<td></td>
</tr>
<tr>
<td>KPI 5</td>
<td>Percent of first-time students who enter with no deficiencies</td>
<td>5% increase by Fall 2016</td>
<td></td>
</tr>
<tr>
<td>KPI 5 continuation</td>
<td>ACT composite score of the 75 percentile</td>
<td>In peer norms by Fall 2016</td>
<td></td>
</tr>
<tr>
<td>KPI 6</td>
<td>Student/faculty ratio</td>
<td>Student credit hours per faculty</td>
<td>In peer norms by Fall 2014</td>
</tr>
<tr>
<td>KPI 7</td>
<td>Undergraduate degrees granted to students placed at-risk for completion</td>
<td>TBD</td>
<td></td>
</tr>
</tbody>
</table>
Building the Vision – Graduation Strategic Plan

Objective GR1  Provide an environment that supports students in the critical first academic year

Strategy GR1.1  Enhance the first-year experience by evaluating and implementing specific first year interventions

Action GR1.1A  Develop and implement a first year intervention plan based on the priority action items of the FYI-Actions for Comprehensive Transformation initiative

VP Student Affairs/Enrollment Management  Summer 2012

Objective GR2  Ensure an educational environment that supports student success

Strategy GR2.1  Encourage student degree aspiration and completion, and implement supporting institutional mechanisms

Action GR2.1A  Establish a broad-based standing committee to design a strategic academic completion process

VP Student Affairs/Enrollment Management, Deans  Summer – Fall 2012

Strategy GR2.2  Provide strategic coordination of course offerings, scheduling and advising to minimize scheduling barriers to completion goals

Action GR2.2A  Proactively plan, prioritize and financially support course offerings with attention given to quality and access

VP Student Affairs/Enrollment Management, Deans, Dept Heads  Spring 2012 for Fall registration

Action GR2.2B  Provide quality, consistent student advising through enhanced coordination

VP Student Affairs/Enrollment Management, Academic Assoc Deans  Spring 2012 for Fall registration

Strategy GR2.3  Instill, actively support and sustain a “culture of completion” with enhanced academic student support services and marketing to meet NMSU’s demographically diverse student population needs

Action GR2.3A  Develop faculty/student academic relationships beyond the classroom through participation in learning communities, mentoring programs, mentored research, service learning projects and campus-wide events

VP Student Affairs/Enrollment Management, Academic Assoc Deans  Fall 2012 – Spring 2013

Action GR2.3B  Enhance student support in a holistic fashion involving collaboration between academic units and student services, among campuses, and employing varied delivery options to reach a broad, and sometimes geographically place-bound, student population

Assistant VP Student Engagement, Academic Assoc Deans  Fall 2012 – Spring 2013

Action GR2.3C  Effectively use marketing to promote completion

VP Student Affairs/Enrollment Management, Academic Assoc Deans  Spring 2012

Associate VP University Communications/Marketing Services

Objective GR3  Align priorities with academic completion goals through admissions policy, enrollment management and allocation of resources

Strategy GR3.1  Wisely serve the needs of an academically diverse incoming student population

Action GR3.1A  Develop a Las Cruces Campus Student definition, detailing the associated services and benefits

VP Student Affairs/Enrollment Management  Summer 2012

Action GR3.1B  Facilitate entry of applicants not meeting Las Cruces admissions requirements to NMSU community colleges

VP Student Affairs/Enrollment Management, Director of Admissions  Fall 2012 for Fall 2013 admit

Action GR3.1C  Develop services and programs designed specifically for Aggie-bound high school and community college transfer students

Assistant VP Student Engagement, Director of Admissions  Fall 2012

Action GR3.1D  Implement and support activities and processes to ensure graduate student completion

VP Student Affairs/Enrollment Management, Deans  Fall 2012 – Spring 2013

Action GR3.1E  Define and communicate tracking methods for course demand and capacity, persistence and graduation, transfer and transition, and support service delivery and use

Assistant VP Institutional Analysis  Fall 2012 – Spring 2013
Diversity

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

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

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

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

Diversity – Benchmarked Key Performance Indicators

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Goal</th>
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<tbody>
<tr>
<td>KPI 8</td>
<td>Percent of underrepresented tenure system faculty</td>
<td>1% increase per year</td>
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<tr>
<td>KPI 9</td>
<td>Percent of underrepresented staff and faculty in leadership positions</td>
<td>1% increase per year</td>
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<tr>
<td>KPI 10</td>
<td>Percent of underrepresented undergraduate students</td>
<td>Consistent with state population</td>
</tr>
<tr>
<td>KPI 11</td>
<td>Percent of underrepresented graduate students and assistants</td>
<td>Within peer norms</td>
</tr>
<tr>
<td>KPI 12</td>
<td>Percent of underrepresented students graduating</td>
<td>1% increase per year</td>
</tr>
</tbody>
</table>

*Weighted graduation rate*
Building the Vision – Diversity Strategic Plan

Objective DV1  Increase and communicate the diversity of students, faculty, staff, and university leadership

Strategy DV1.1 Examine the degree of diversity of each department in the academic affairs colleges and divisions, and develop a plan with specific goals for increasing diversity

Action DV1.1A Identify and examine underrepresented faculty and staff of the college/division and department

*Deans, Division Heads, Dept Heads, Directors*  
*Fall 2012*

Action DV1.1B Identify and examine underrepresented student populations for the college/division and department

*Deans, Dept Heads*  
*Fall 2012*

Action DV1.1C Develop and communicate college/division diversity plans

*Deans, Division Heads, Dept Heads, Directors*  
*Spring 2013*

Strategy DV1.2 Focus college recruitment and retention efforts to diversify the tenure system faculty and staff

Action DV1.2A Implement diversity staffing plans and diversify search processes

*Deans, Division Heads, Dept Heads, Directors*  
*Spring 2013*

Strategy DV1.3 Focus student recruitment and retention efforts to diversify degree recipients at all academic levels

Action DV1.3A Implement student recruitment and diversity plans

*Deans, Dept Heads*  
*Spring 2013*

Objective DV2  Shape the student population in undergraduate and graduate degree programs to reflect the diversity of New Mexico

Strategy DV2.1 Develop recruitment and financial aid plans designed to increase and sustain diversity and access

Action DV2.1A Employ the Enrollment Management Council with college support to develop and implement a recruitment and aid plan

*VP Student Affairs/Enrollment Management, Deans*  
*Fall 2012 – Spring 2013*  
*for Fall 2013 admit*

Objective DV3  Reflect a commitment to the diversity of New Mexico and the border region in research and creative activity, including partnerships and service activity

Strategy DV3.1 Implement projects that focus on issues of particular relevance to New Mexico and the border region

Action DV3.1A Develop internal programs (eg small grants, workshops, etc) to assist faculty in developing research and creative projects specific to the region

*Deans, Division Heads, Dept Heads, Directors*  
*Fall 2012*

Objective DV4  Reflect a commitment to diversity, including that of New Mexico and the border region, in instructional programs, in general education, within the major, and in student support programs

Strategy DV4.1 Fully develop a diversity-focused instructional curriculum program

Action DV4.1A Employ a task force to review diversity-focused curriculum, and catalog relevant instructional activities

*VP Student Affairs/Enrollment Management, Dept Heads, Directors*  
*Fall 2013*

Action DV4.1B Develop a comprehensive program focused on diversity, addressing cross-cultural awareness and facilitating communication among diverse constituents

*VP Student Affairs/Enrollment Management, Dept Heads, Directors*  
*Fall 2013*
International Reach

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

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

Internationalization requires active and responsible engagement of the academic community in global networks and partnerships. NMSU is dedicated to implementing policies, programs, and services that incorporate an international dimension into the teaching, research, and service functions of the university.

NMSU administration, faculty and staff jointly commit to the common objectives of internationalizing curricula across departments and disciplines, promoting international scholarship in teaching and research through educational exchange, and enhancing the NMSU experience for international students and scholars.

International Reach – Benchmarked Key Performance Indicators

| KPI 13 | Number of international students                           | 5% increase by Fall 2014 |
| KPI 14 | Number of students who study abroad                        | 5% increase by Fall 2014 |
| KPI 15 | Number of faculty who travel abroad in support of academic and/or research programs | 5% increase by Fall 2014 |
| KPI 16 | Number of externally funded international collaborations    | 5% increase by Fall 2014 |
Building the Vision – International Reach Strategic Plan

Objective IN1  Internationalize the NMSU campus

Strategy IN1.1  Establish a secure financial and staffing plan for International and Border Programs (IBP) that reflects the mission of the program

Action IN1.1A  Search for and hire an Associate Provost for International and Border Programs
  Provost  Spring 2012

Action IN1.1B  Establish an ad hoc group under the leadership of the Associate Provost IBP to recommend appropriate staffing, define funding sources and establish permanent positions
  Associate Provost for IBP  Summer – Fall 2012

Strategy IN1.2  Provide effective outreach and support to the international campus community

Action IN1.2A  Seek and encourage engagement, collaboration, effective communication and coordination among all academic and student affairs units in internationally focused activities
  Associate Provost for IBP  Spring 2013

Action IN1.2B  Develop an electronic resource handbook as a how-to guide for international students and scholars and NMSU faculty and staff that work with these groups
  Associate Provost for IBP, Director International Student Services  Fall 2012 – Spring 2013

Action IN1.2C  Develop an orientation program integrating international students and scholars into campus life
  Associate Provost for IBP, Director International Student Services  Fall 2012 – Spring 2013

Action IN1.2D  Enhance capacity for English language instruction
  Associate Provost for IBP, Director International Student Services  Fall 2012 – Spring 2013

Strategy IN1.3  Boost and support international student enrollment

Action IN1.3A  Develop a sustainable international student recruitment plan
  Associate Provost for IBP  Fall 2012

Objective IN2  Expand international opportunities for NMSU students and faculty

Strategy IN2.1  Develop an expectation to study abroad among students

Action IN2.1A  Collaborate with academic advisors to increase awareness of and promote study abroad
  Director of Study Abroad  Fall 2012

Strategy IN2.2  Support faculty in conducting international research and other scholarly activities

Action IN2.2A  Provide information and funding mechanisms to support faculty in international research and scholarship
  Associate Provost for IBP  Fall 2012 – Spring 2013

Objective IN3  Internationalize curriculum and programs

Strategy IN3.1  Provide curriculum with an international focus

Action IN3.1A  Survey internationally related curriculum offerings
  Deans, Dept Heads  Summer - Fall 2012

Action IN3.1B  Develop and implement internationally based course content
  Deans, Dept Heads  Fall 2012 – Spring 2013 for Fall 2013 offering

Strategy IN3.2  Develop and support international student organizations and programs

Action IN3.2A  Assess current international organizations and activities and enact program development plans
  Associate Provost for IBP  Summer – Fall 2012
Economic Engine

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

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

The direct correlation of educational achievements with increasing compensation levels places high value on programs that address workforce needs and culminate in certifications and degrees. Key to this effort is cooperation in building strategic relationships that create economic opportunity for New Mexico residents and advance the university.

Economic Engine – Benchmarked Key Performance Indicators

| KPI 17 | Number of certificates and degrees awarded | 2% annual increase |
| KPI 18 | Intellectual property disclosures, patents, copyrights, trademarks

  - Invention disclosures
  - Creative activity growth | 5% annual increase |
| KPI 19 | Participants in commercialization activities and programs | 5% annual increase |
| KPI 20 | Research park development

  - Research park tenant employees | 3% annual increase |
| KPI 21 | Clientele reached by extension

  - Off-campus clientele served per capita | 1% annual increase |
Building the Vision – Economic Engine Strategic Plan

**Objective EC1** Engage the state-wide resources of NMSU to facilitate economic development

**Strategy EC1.1** Designate and use the Cooperative Extension Service resource as an entry point to New Mexico communities

**Action EC1.1A** Develop county business needs assessments

| VP Economic Development, Director of Cooperative Extension Service | Summer 2012 – Fall 2014 |

**Strategy EC1.2** Extend the technical and professional expertise and resources of NMSU to address challenges and opportunities within the business environment and community at large

**Action EC1.2A** Establish a direct point of entry to NMSU business and economic development services for interested constituents

| VP Economic Development | Fall 2012 – Fall 2013 |

**Action EC1.2B** Focus NMSU upon specific economic development initiatives tied to business and industry needs

| VP Economic Development, Deans | Fall 2012 - Fall 2014 |

**Objective EC2** Educate a diverse, internationally competitive, qualified and entrepreneurial workforce

**Strategy EC2.1** Develop sustainable methods for NMSU to respond to the needs of industry and a diverse workforce

**Action EC2.1A** Identify educational workforce development opportunities for the Las Cruces Campus

| VP Economic Development, Deans | Fall 2012 – Spring 2013 |

**Action EC2.1B** Develop certificates and degrees correlated with workforce needs

| VP Economic Development, Deans | Fall 2012 – Fall 2013 |

**Strategy EC2.2** Develop a process that supports cross-disciplinary initiatives to encourage entrepreneurial endeavors

**Action EC2.2A** Examine opportunities for new cross-disciplinary curricula supporting entrepreneurship

| VP Economic Development, Deans | Fall 2012 – Spring 2013 |

**Strategy EC2.3** Facilitate students’ entry into the workforce, providing mentoring and advising to address the needs of a diverse student population, and supporting relationships with employers

**Action EC2.3A** Enhance interaction with NMSU alumni, alumni-owned businesses, and supporting businesses / organizations

| VP Economic Development, VP Advancement | Fall 2012 – Spring 2013 |

**Action EC2.3B** Enhance student workforce services and student interactions with potential employers

| VP Economic Development, VP Student Affairs/Enrollment Management, Deans | Fall 2012 – Fall 2013 |

**Objective EC3** Transition the discoveries and innovations of NMSU researchers into the marketplace

**Strategy EC3.1** Forge productive partnerships among researchers, entrepreneurs, and investors to accelerate technology commercialization

**Action EC3.1A** Evaluate and improve the technology commercialization process

| VP Economic Development, VP Research | Spring 2012 – Fall 2013 |

**Strategy EC3.2** Position NMSU programs to lead in areas of entrepreneurship, technology business incubation, and commercialization

**Action EC3.2A** Engage NMSU faculty, staff, and students in the technology transfer process

| VP Economic Development, VP Research, Deans | Spring 2012 – Fall 2013 |

**Action EC3.2B** Identify and initiate formal communications with potential commercial partners and establish formal agreements

| VP Economic Development, VP Research, Deans | Spring 2012 – Fall 2013 |
A New Era of Excellence through Partnership: Building the Vision

Effectiveness and Efficiency

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

To achieve effectiveness and efficiency, all levels of university planning, prioritization of university goals, budgeting and resource allocation, outcomes assessment, and academic program and service unit reviews must be integrated and sustainable. The active engagement of the President, Provost, and other senior university leaders is essential to integrate these critical university activities.

Effectiveness is the degree to which we accomplish items or objectives. Effectiveness is a hard constraint, and efficiency and other considerations should not be allowed to compromise the university mission. Efficiency generally means doing more with less. Thus cost-reduction or avoidance is a significant component of efficiency. However, efficiency is also about wise allocation of resources to maintain and increase effectiveness.

In the near term, with the constraints of the current economic climate, efficiency efforts may compromise effectiveness. However, there is opportunity to make necessary and prudent investments to gain efficiency in the longer term. In order to improve effectiveness in instruction, research and service, alternate revenue sources must be tapped.

Effectiveness and Efficiency – Benchmarked Key Performance Indicators

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI 22</td>
<td>Number of funded research collaborations</td>
<td>3% annual increase</td>
</tr>
<tr>
<td></td>
<td><em>Interdisciplinary proposal growth</em></td>
<td></td>
</tr>
<tr>
<td>KPI 23</td>
<td>Number of collaborative research publications</td>
<td>5% annual increase</td>
</tr>
<tr>
<td>KPI 24</td>
<td>Alternative revenue generated</td>
<td>$100K annual increase</td>
</tr>
</tbody>
</table>
**Building the Vision – Effectiveness and Efficiency Strategic Plan**

### Objective EF1 Develop effective and efficient instructional programs

#### Strategy EF1.1 Conduct formal reviews of academic programs to inform program enhancement, consolidation or reduction

**Action EF1.1A** Implement an Academic Departmental Program Review (ADPR) process and establish a review board  
*Associate Provost, Deans, Dept Heads*  
*Spring 2012 – Fall 2012 annual*

**Action EF1.1B** Implement the recommendations of Academic Departmental Program Reviews  
*Associate Provost, Deans, Dept Heads*  
*Spring 2013*

#### Strategy EF1.2 Develop and foster educational innovations and best practices

**Action EF1.2A** Establish a University Teaching Council (UTC), paralleling the University Research Council (URC), to advise instructional enhancement  
*Provost, Deans*  
*Fall 2012 – Spring 2013*

**Action EF1.2B** Establish seed funds for innovation in instructional and creative activities  
*Provost, Deans*  
*Fall 2012 – Spring 2013*

### Objective EF2 Develop effective and efficient research programs and activities

#### Strategy EF2.1 Provide effective and efficient administrative support of research activities

**Action EF2.1A** Implement recommendations of the Research Processes Committee with continuous improvement  
*VP Research, SVP Administration & Finance*  
*Spring 2012 – Fall 2012*

**Action EF2.1B** Complete evaluation and implementation of centralized/decentralized research support models  
*VP Research, SVP Administration & Finance*  
*Spring 2012 – Fall 2012*

**Action EF2.1C** Conduct administrative process reviews with a focus on effective support of academic units  
*VP Research, SVP Administration & Finance*  
*Spring 2012 – Spring 2013*

#### Strategy EF2.2 Advance and sustain research and development (R&D) with strategic partnerships and investment

**Action EF2.2A** Develop strategic research, development and commercialization partnerships with other national and international academic institutions, governments, labs and industries  
*VP Research, VP Economic Development, Deans*  
*Fall 2012 – Spring 2014*

**Action EF2.2B** Fully integrate the Physical Science Laboratory capability through collaboration with academic colleges  
*VP Research, VP Economic Development, Deans*  
*Fall 2012 – Fall 2013*

**Action EF2.2C** Establish seed funds for research innovations  
*VP Research, VP Economic Development, Deans*  
*Fall 2012 – Spring 2013*

### Objective EF3 Provide stellar and transparent resource stewardship

#### Strategy EF3.1 Fully develop alternative revenue streams by maximizing the return on university assets such as real estate, water rights, and intellectual property to enhance scholarships, and the teaching and research mission

**Action EF3.1A** Use the Effectiveness and Efficiency standing committee to identify and realize alternative revenues  
*VP Economic Development, SVP Administration & Finance*  
*Spring 2012 – Fall 2013*

#### Strategy EF3.2 Right size NMSU’s faculty and staff, and support with financial and physical resources

**Action EF3.2A** Employ the Sustainability Committee to advise and implement effective use of physical resources  
*Assistant VP Facilities*  
*Spring 2012 – Fall 2013*

**Action EF 3.2B** Periodically survey the university community regarding sustainable resource utilization  
*Assistant VP Institutional Analysis*  
*Fall 2012*

**Action EF3.2C** Enhance university transparency and public accountability with meaningful dashboards  
*Assistant VP Institutional Analysis*  
*Fall 2012*
A New Era of Excellence through Partnership: Building the Vision

Alumni and Friends

Substantially increase our university endowment and alumni giving

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

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

Alumni and Friends – Benchmarked Key Performance Indicators

KPI 25  Alumni giving rate  3% annual growth

KPI 26  Endowment value per student

Endowment value per total university expense  3% annual increase

KPI 27  Annual funds raised  3% annual increase
Building the Vision – Alumni and Friends Strategic Plan

Objective AL1  Improve and sustain relationships with alumni and friends

Strategy AL1.1  Increase alumni participation in all areas of the university

Action AL1.1A  Develop and implement an alumni and friends engagement plan
  *Exec Director Alumni Relations*  
  *Spring 2012 – Fall 2012*

Action AL1.1B  Seek college assistance and support in realizing improved alumni and friend relationships
  *VP Advancement, Exec Director Alumni Relations, Deans*  
  *Spring 2012 – Fall 2012*

Objective AL2  Enhance the university endowment to support sustainable academic programs and scholarships

Strategy AL2.1  Implement a comprehensive campaign with at least 50 percent of the goal targeted for endowment

Action AL2.1A  Identify strategic use of new gift income supporting the academic mission
  *VP Advancement, Deans*  
  *Spring 2012 – Fall 2012*

Action AL2.1B  Engage the colleges in campaign pre-planning activities
  *VP Advancement, Deans*  
  *Spring 2012 – Fall 2012*
A New Era of Excellence through Partnership: Building the Vision

**Culture of Pride**

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

NMSU takes pride in the depth and breadth of its exemplary academic programs, in its stellar research programs, and in its commitment to serving the needs of the State of New Mexico. We seek to build upon and strengthen our commitment to the success of the students and community we serve. The outcome of this goal is to build relationships and provide positive experiences with students; alumni; faculty and staff; research, extension, and economic development partners; and the entire community affiliated with New Mexico State University.

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**Culture of Pride – Benchmarked Key Performance Indicators**

| KPI 28 | Faculty, staff, student attendance at events | 3% annual increase |
| KPI 29 | Public attendance at university events      | 3% annual increase |
| KPI 30 | Departmental view books                     | 100% by Spring 2015 |
Building the Vision – Culture of Pride Strategic Plan

Objective PR1  Demonstrate a sense of pride and community by reinvigorating tradition and participation

Strategy PR1.1  Build, promote and sustain NMSU traditions

Action PR1.1A  Create a Traditions Committee of faculty, staff and students to catalog and disseminate information about institutional traditions

- Exec Director Alumni Relations  Fall 2012

Action PR1.1B  Disseminate traditions by engaging appropriate bodies, e.g. Greek life, Athletics, Band, etc.

- Exec Director Alumni Relations  Spring 2013 – Fall 2013

Action PR1.1C  Promote, market and support the significance and academic meaning of the President’s Challenge Coin

- Assoc VP University Communications/Marketing Services,  Spring 2012 – Fall 2012
- VP for Student Affairs/Enrollment Management

Strategy PR1.2  Encourage participation and attendance at university events

Action PR1.2A  Develop and implement marketing plans to encourage student and faculty attendance at convocation, commencement, ring ceremony, Aggie Welcome Week, etc.

- VP for Student Affairs/Enrollment Management, Deans  Spring 2012 – Fall 2012

Action PR1.2B  Develop and implement marketing plans to encourage public attendance at academic, athletic, student and alumni events

- VP Advancement, Director of Athletics, SVP External Relations  Spring 2012 – Fall 2012

Action PR1.2C  Increase visibility and accessibility of colleges and departments at game day events

- VP Advancement, Director of Athletics, SVP External Relations, Deans  Spring 2012 – Spring 2013

Objective PR2  Take pride in NMSU by recognizing and rewarding high quality achievements

Strategy PR2.1  Support awards and other mechanisms to highlight student, faculty and staff success

Action PR2.1A  Evaluate current awards and recognitions and develop enhancements as necessary

- Deans  Spring 2012 – Fall 2012

Action PR2.1B  Employ a variety of mechanisms including the NMSU website to showcase high achievement

- Assoc VP University Communications/Marketing Services, Deans  Spring 2012 – Fall 2012

Action PR2.1C  Reach across organizational units to recognize individuals and programs

- SVP External Relations, VP Advancement, VP Economic Dev, Deans  Spring 2012 – Fall 2012

Objective PR3  Market NMSU’s strengths to a wide audience

Strategy PR3.1  Drive local, state, regional, and national attention to NMSU

Action PR3.1A  Develop and implement an academically focused marketing plan showcasing NMSU’s strong academic programs

- Assoc VP University Communications/Marketing Services, Deans  Spring 2012 – Fall 2012

Action PR3.1B  Use products, logos, apparel and signage as effective marketing vehicles

- Assoc VP University Communications/Marketing Services, Deans, Assistant VP Facilities  Spring 2012 – Fall 2012

Action PR3.1C  Provide welcoming and visible printed and online departmental view books to effectively market to donors and potential students

- Assoc VP University Communications/Marketing Services, Deans, VP Student Success, NMSU Foundation  Spring 2012 – Spring 2013

Action PR3.1D  Reach a wide variety of audiences including potential students, faculty and staff, current students, alumni, donors, legislators, and accrediting bodies through effective and coordinated use of the web

- SVP External Relations, VP Advancement, Deans  Spring 2012 – Spring 2013
# Building the Vision Working Groups

## Graduation Goal #1

<table>
<thead>
<tr>
<th>Name</th>
<th>Unit</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Smith (*)</td>
<td>Chemistry/Biochemistry</td>
<td>Faculty Member at Large</td>
</tr>
<tr>
<td>Judy Bosland</td>
<td>Institutional Analysis</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Bernadette Montoya</td>
<td>Student Success</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Michele Shuster</td>
<td>Biology</td>
<td>Faculty Member at Large</td>
</tr>
<tr>
<td>Christa Slaton</td>
<td>Arts &amp; Sciences</td>
<td>Deans</td>
</tr>
</tbody>
</table>

## Diversity

<table>
<thead>
<tr>
<th>Name</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Michael Morehead (*)</td>
<td>Education</td>
<td>Deans</td>
</tr>
<tr>
<td>Felicia Casados</td>
<td>NMSU-Grants</td>
<td>Community Colleges</td>
</tr>
<tr>
<td>Bobbie Derlin</td>
<td>Assoc Prov/Ext Learning</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Manal Hamzeh</td>
<td>Women’s Studies</td>
<td>Diversity Council</td>
</tr>
<tr>
<td>Robert Nosbisch</td>
<td>Health &amp; Social Services</td>
<td>Employee Council</td>
</tr>
</tbody>
</table>

## International Reach

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Soumaila Sanogo (*)</td>
<td>Entomology, Plant Path</td>
<td>Faculty Senate</td>
</tr>
<tr>
<td>Christopher Brown</td>
<td>Geography</td>
<td>Department Heads</td>
</tr>
<tr>
<td>Kristian Chervenock</td>
<td>International Programs</td>
<td>International Programs</td>
</tr>
<tr>
<td>Patricia Hartell</td>
<td>Physical Science Lab</td>
<td>Employee Council</td>
</tr>
</tbody>
</table>

## Economic Development

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Jeffrey Arterburn (*)</td>
<td>Chemistry/Biochemistry</td>
<td>Research Council</td>
</tr>
<tr>
<td>Vimal Chaitanya</td>
<td>Research</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Kathryn Hansen</td>
<td>Economic Development</td>
<td>Economic Development</td>
</tr>
<tr>
<td>Bruce Hinrichs</td>
<td>Cooperative Extension</td>
<td>Extension</td>
</tr>
<tr>
<td>Stephen Hottman</td>
<td>Physical Science Lab</td>
<td>Research Staff</td>
</tr>
</tbody>
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## Effectiveness and Efficiency

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Satishkuma Ranade (*)</td>
<td>Electrical/Computer Engr</td>
<td>Research Faculty</td>
</tr>
<tr>
<td>Glen Haubold</td>
<td>Facilities and Services</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Natalie Kellner</td>
<td>Business Intelligence</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Fred Lillibridge</td>
<td>Inst Effectiveness DACC</td>
<td>Community Colleges</td>
</tr>
<tr>
<td>Mark Walker</td>
<td>Philosophy</td>
<td>Faculty Senate</td>
</tr>
</tbody>
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## Alumni and Friends

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<tr>
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<tbody>
<tr>
<td>Dennis Prescott (*)</td>
<td>University Advancement</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Alex Garcia</td>
<td>ASNMSU</td>
<td>ASNMSU</td>
</tr>
<tr>
<td>Erin Mondy</td>
<td>ASNMSU</td>
<td>ASNMSU</td>
</tr>
<tr>
<td>Angela Throneberry</td>
<td>Administration &amp; Finance</td>
<td>Ex-Officio</td>
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## Culture of Pride

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<thead>
<tr>
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<tbody>
<tr>
<td>Eric Lopez (*)</td>
<td>Spec Educ/Comm Disorder</td>
<td>Department Heads</td>
</tr>
<tr>
<td>Brenda Blackburn</td>
<td>Athletics</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Shaun Cooper</td>
<td>Information/Comm Tech</td>
<td>Ex-Officio</td>
</tr>
</tbody>
</table>
Goal 1 - To be nationally and internationally recognized for its academic programs at all academic levels

Objective 1 - Attract increasing numbers of well-qualified students
Objective 2 - Enroll a competitive proportion of in-state two-year institution, out-of-state, international and graduate students
Objective 3 - Increase access to academic degree programs through distance education modalities
Objective 4 - Increase retention and graduation rates

Goal 2 - To have high quality, diverse faculty, staff and student body at all academic levels

Objective 1 - Increase diversity among students, staff and faculty
Objective 2 - Attract and tenure faculty with terminal degrees and provide competitive, comprehensive compensation packages
Objective 3 - Provide faculty in adequate numbers to assure quality teaching and academic support
Objective 4 - Provide affordable educational opportunities to New Mexicans

Goal 3 - To be nationally and internationally recognized in research and creative activity

Objective 1 - Obtain increasing levels of external funding for research
Objective 2 - Increase discipline specific creative activities
Objective 3 - Develop and support nationally and internationally recognized interdisciplinary areas of excellence

Goal 4 - To serve as an engine for economic, social, educational and community development in New Mexico

Objective 1 - Increase the educational level and earning power of New Mexicans
Objective 2 - Increase technology transferred from university research and creative activity to New Mexico businesses
Objective 3 – Increase extension and outreach facilitating economic, social, educational and community development

Goal 5 - To be an excellent steward of all resources

Objective 1 - Increase the endowment
Objective 2 - Appropriately allocate resources for instruction, research, service and administration
Objective 3 – Obtain increasing levels of instructional funding
Building the Vision (BTV) Academic Strategic Plan - Benchmarked Key Performance Indicators

Graduation Goal #1
KPI 1  One-year retention rate for first-time entering students  10% increase by Fall 2017
KPI 2  Four-year and six-year graduation rates for first-time entering students  10% increase by Spring 2017
KPI 3  Percent of graduate students completing within 150% of time  5% increase by Spring 2016
KPI 4  Percent of bachelors degree recipients matriculating to graduate and professional schools  10% increase by Fall 2017
KPI 5  Percent of first-time students who enter with no deficiencies  5% increase by Fall 2016

KPI 6  Student/faculty ratio  Within peer norms by Fall 2014

KPI 7  Undergraduate degrees granted to students placed at-risk for completion  TBD

Diversity
KPI 8  Percent of underrepresented tenure system faculty  1% increase per year
KPI 9  Percent of underrepresented staff and faculty in leadership positions  1% increase per year
KPI 10  Percent of underrepresented undergraduate students  Consistent with state population
KPI 11  Percent of underrepresented graduate students and assistants  Within peer norms
KPI 12  Percent of underrepresented students graduating  1% increase per year

International Reach
KPI 13  Number of international students  5% increase by Fall 2014
KPI 14  Number of students who study abroad  5% increase by Fall 2014
KPI 15  Number of faculty who travel abroad in support of academic and/or research programs  5% increase by Fall 2014
KPI 16  Number of externally funded international collaborations  5% increase by Fall 2014

Economic Engine
KPI 17  Number of certificates and degrees awarded  2% annual increase
KPI 18  Intellectual property disclosures, patents, copyrights, trademarks  5% annual increase

KPI 19  Participants in commercialization activities and programs  5% annual increase
KPI 20  Research park development  3% annual increase

KPI 21  Clientele reached by extension  1% annual increase

Effectiveness and Efficiency
KPI 22  Number of funded research collaborations  3% annual increase

KPI 23  Number of collaborative research publications  5% annual increase
KPI 24  Alternative revenue generated  $100K annual increase

Alumni and Friends
KPI 25  Alumni giving rate  3% annual growth
KPI 26  Endowment value per student  3% annual increase

KPI 27  Annual funds raised  3% annual increase

Culture of Pride
KPI 28  Faculty, staff, student attendance at events  3% annual increase
KPI 29  Public attendance at university events  3% annual increase
KPI 30  Departmental view books  100% by Spring 2015