



2021-2026 STRATEGY MAP

NMSU STRATEGIC SYSTEM SERVICES

MISSION

Lead and support building the robust university system goal through service excellence, communication, efficiency, and safety.

VISION

As trusted partners, consultants, and subject matter experts we excel at serving and supporting the NMSU system and model best practices in higher education.

VALUES

* is NMSU value

- Service to NMSU
- Communication
- Student Centered*
- Diversity & Inclusion*
- Trust
- Collaboration
- Accountability
- Excellence*
- Leadership*

BUILD A ROBUST NMSU SYSTEM

Develop NMSU Enterprise Risk Management approach

R1

Create a culture of service, trust, excellence, accountability and safety

R2

Elevate information and communication technologies to support the NMSU community, systems and security

R3

OPERATIONAL EXCELLENCE

Improve NMSU business processes, work-flows and make data driven decisions

O1

Build strength in and develop synergies between SSS and related functional units

O2

BUILD ORGANIZATIONAL CAPACITY

Enhance compensation & hiring processes to support & achieve LEADS 2025 goals

C1

Develop NMSU faculty, staff and student employees

C2

ACHIEVE NMSU STRATEGIC GOALS

Increase Real Estate / Aggie Development's net revenue contribution to the University

F1

Lead strategic communication and marketing to deepen engagement and attract students, employees and community

F2

Enhance existing & build new governmental and community relationships to gain financial and political support

F3

Collaborate across NMSU to improve synergies, and save time and money

F4

= top priority

updated 04-2021

AUDIT SERVICES - ENVIRONMENTAL HEALTH SAFETY & RISK MANAGEMENT - GOVERNMENT & COMMUNITY RELATIONS - HUMAN RESOURCE SERVICES - INFORMATION & COMMUNICATION TECHNOLOGIES - REAL ESTATE OFFICE - MARKETING & COMMUNICATIONS - STRATEGIC SYSTEM ADMINISTRATION

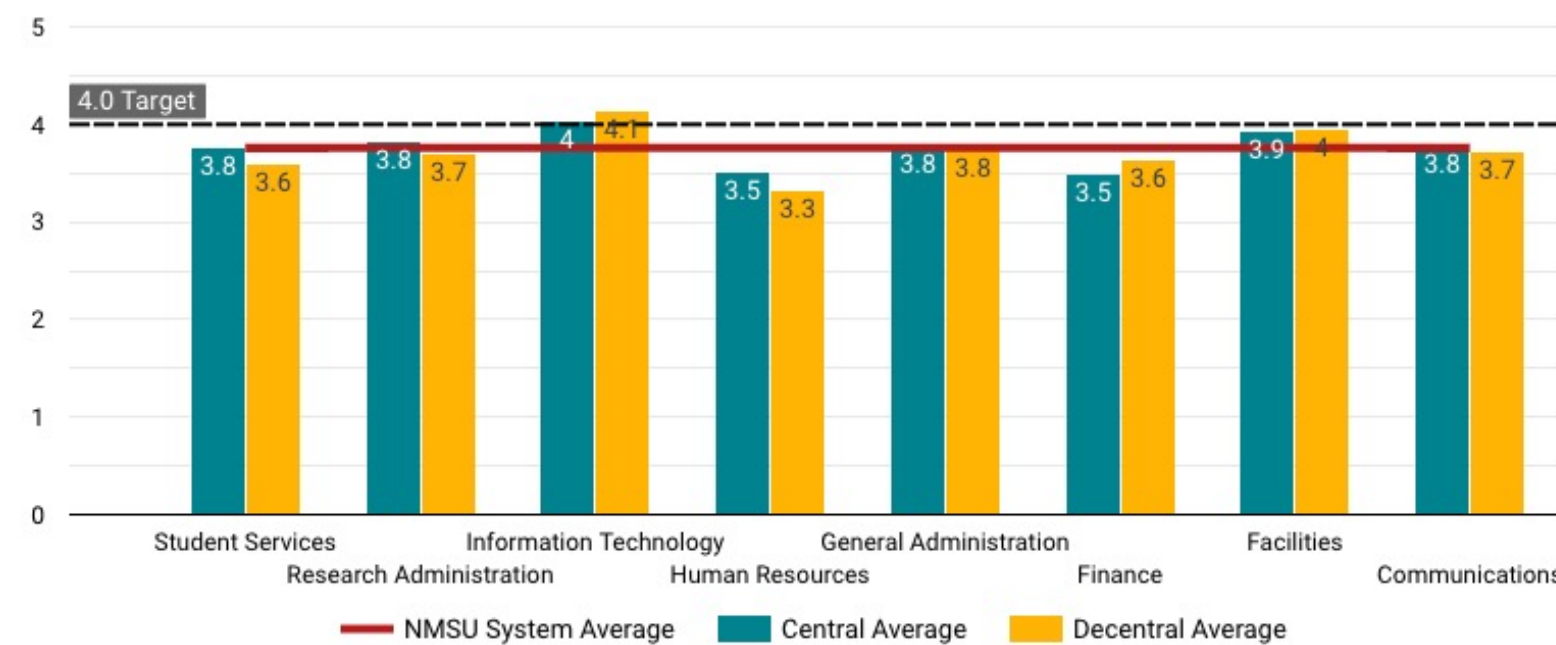
Strategic System Services

2021-2022 Strategic Initiatives

Lead and support building the robust university system goal through service excellence, communication, efficiency, and safety.

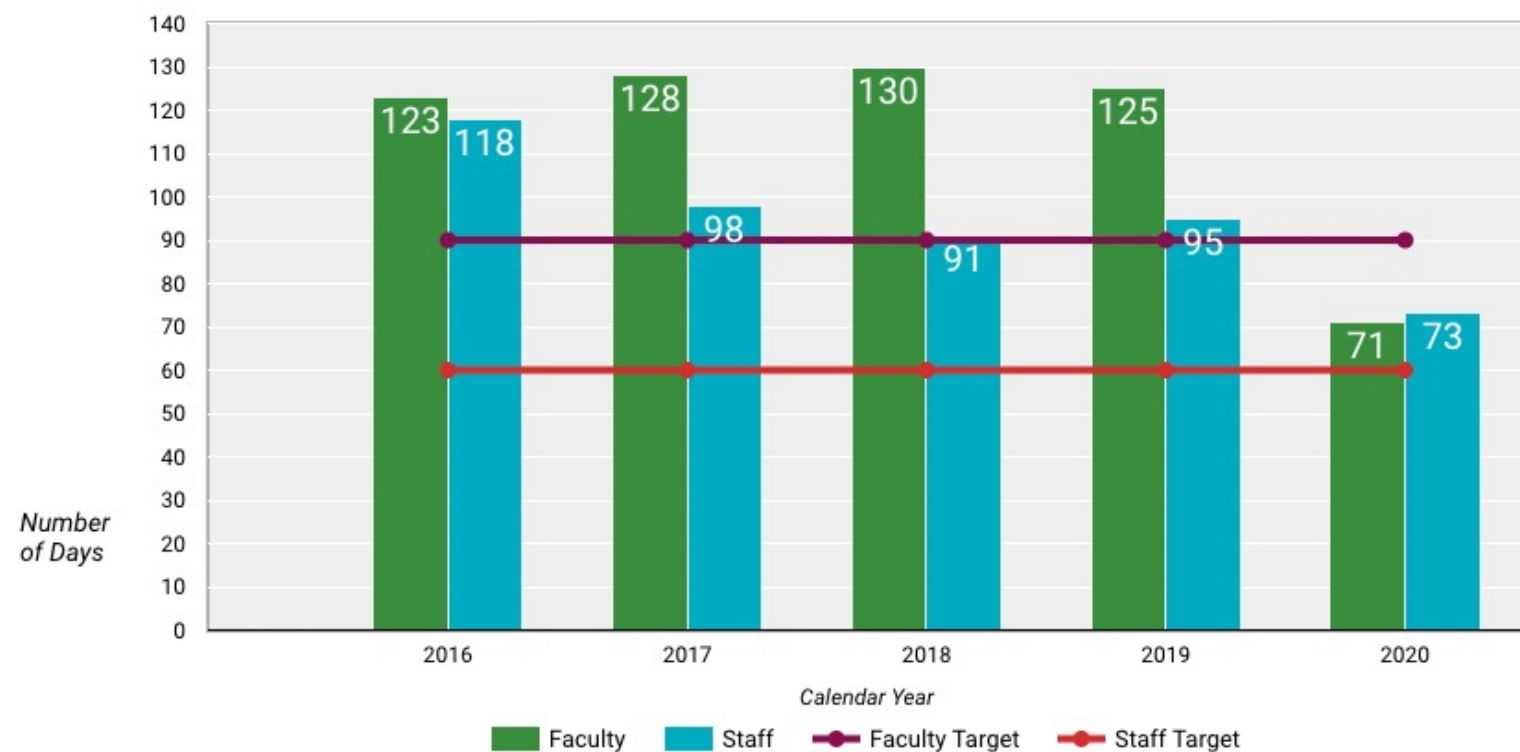
BUILD A ROBUST NMSU SYSTEM

Quality Satisfaction Survey (HelioCampus) - There is general satisfaction with administrative services at NMSU, with opportunity to enhance current service levels.



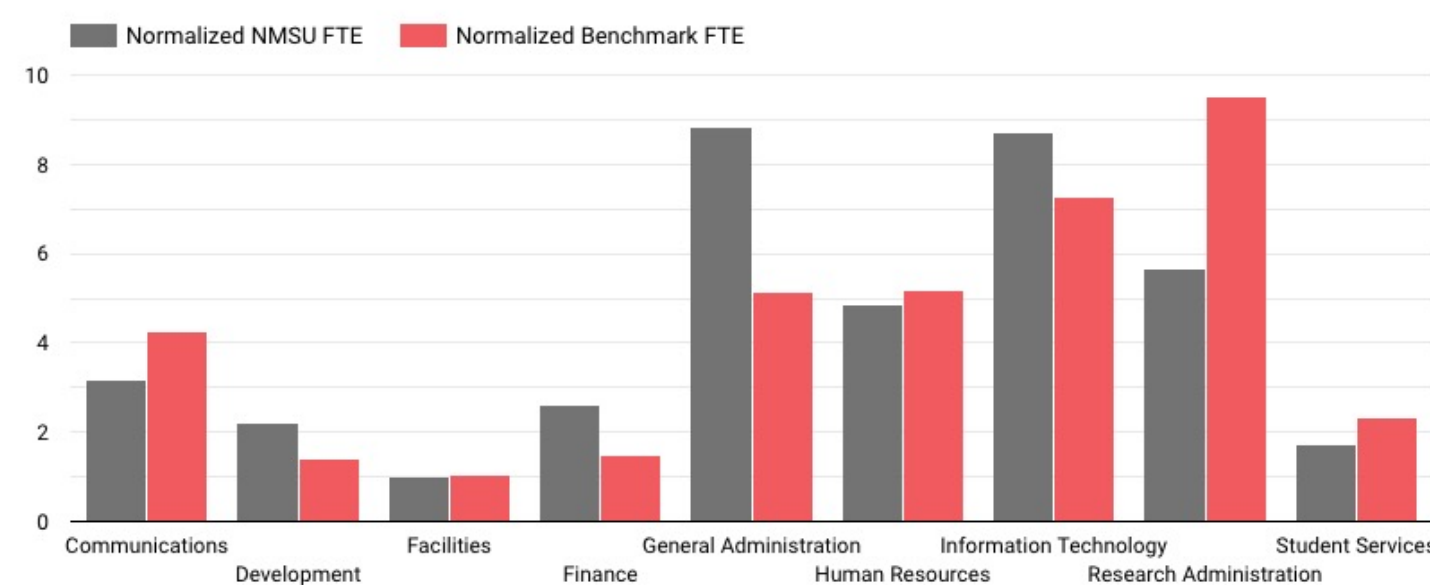
BUILD ORGANIZATIONAL CAPACITY

Time to Hire Faculty and Staff - Since 2016, the average time to fill for faculty has reduced. Now within 90 days for faculty and 60 days for staff.



ACHIEVE NMSU STRATEGIC GOALS

Efficiency Benchmarks (HelioCampus) - Detailed analysis of human capital deployed for NMSU, indicates that NMSU is approximately 9% below benchmark population.



ACTION/TACTIC/COLLABORATIONS

- Develop NMSU Enterprise Risk Management approach.
 - COVID-19 Response, Safety Plan Reviews and Inspections, OSHA Severity
- Create a culture of service, trust, excellence, accountability and safety.
- Elevate information and communication technologies to support the NMSU community, systems and security.

GOAL 4

Objective 4.2 Cultivate faculty and staff excellence, enhance productivity and improve the work climate

- Process improvements, organizational structure, prioritization of projects, leveraging of resources and efforts to be addressed to move towards achievement of a target higher 4.0 score.

ACTION/TACTIC/COLLABORATIONS

- Enhance compensation & hiring processes to achieve LEADS 2025 goals
 - Performance Goals aligned to Leads 2025
 - HRS Staff Hiring Process Review reducing postings requirements from 30 – 14 days.
 - Collaboration effort to streamline OIE process for underutilized positions

GOAL 4

Objective 4.3 Nimble respond to a dynamic higher ed environment, optimizing systems, processes and space utilization

- Continue efforts to identify areas of improvement within each step of the process to increase efficiencies.

ACTION/TACTIC/COLLABORATIONS

- Collaborate across NMSU to improve synergies and save time and money.
 - ICT Futures Initiative
 - Compensation Studies

GOAL 4

Objective 4.2 Cultivate faculty and staff excellence, enhance productivity and improve the work climate

- Opportunities for process improvement / streamline of business processes and duties, elimination of duplication and reallocation of human / resources may lie within the areas Development, Finance, and General Administration

GOAL 4

2021-2022 Strategic Initiatives

Building a Robust University System

MODERN THINK SURVEY RESULTS

Outcomes of the “Great Colleges to Work For” study illustrated by campus. Designed to assess workplace quality at institutions of higher education.

Poor	Warrants Attention	Fair to Mediocre	Good	Very Good to Excellent
0% - 44%%	45% - 54%	55% - 64%	65% - 74%	75% - 100%

Category	Main	DACC	Alamogordo	Grants	Carlsbad
Collaboration	47%	65%	45%	67%	63%
Communication	50%	66%	50%	64%	64%
Confidence in Senior Leadership	44%	71%	40%	68%	53%
Diversity, Inclusion & Belonging	66%	82%	72%	82%	76%
Faculty & Staff Well-being	70%	79%	74%	77%	81%
Job Satisfaction & Support	64%	74%	70%	80%	70%
Mission & Pride	67%	83%	67%	77%	76%
Performance Management	47%	52%	44%	62%	54%
Professional Development	58%	70%	60%	75%	65%
Supervisor/Department Chair Efectiveness	66%	78%	69%	78%	75%
Survey Average 1-5	58%	73%	60%	73%	68%

GOAL 4 TEAM

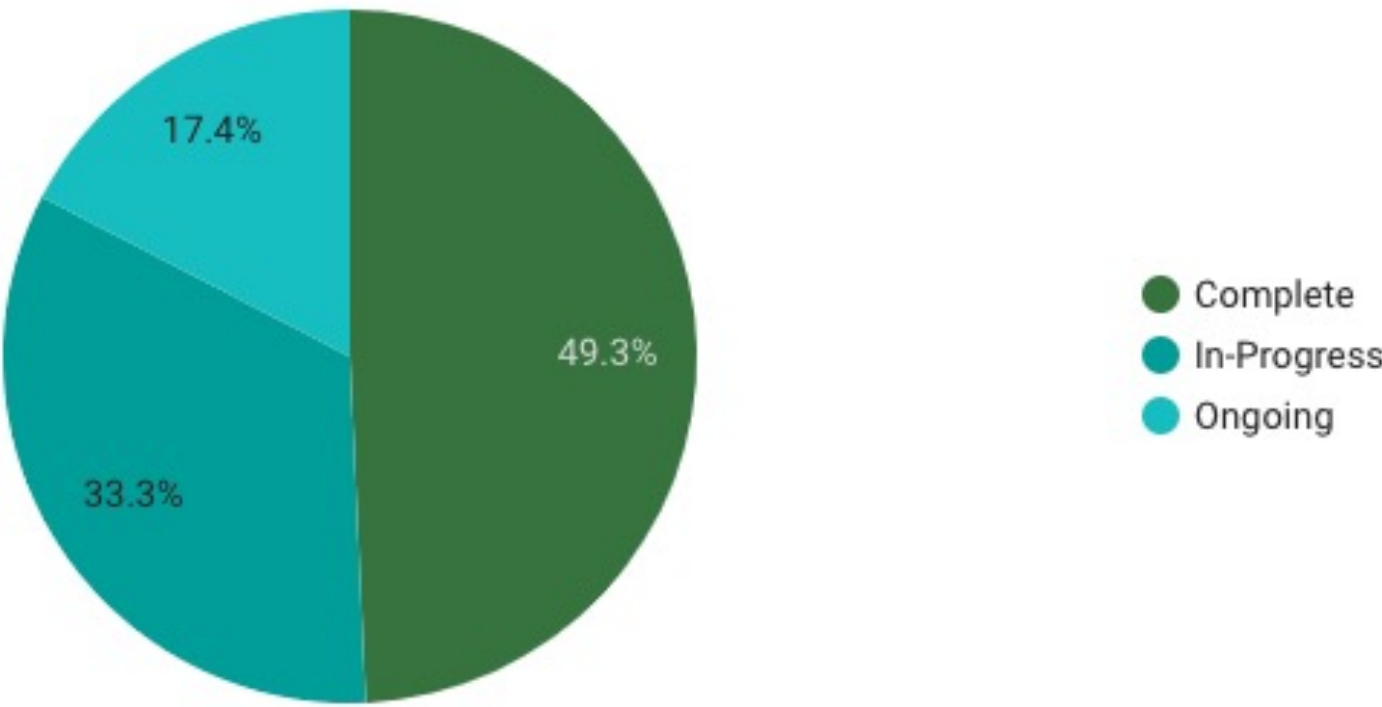
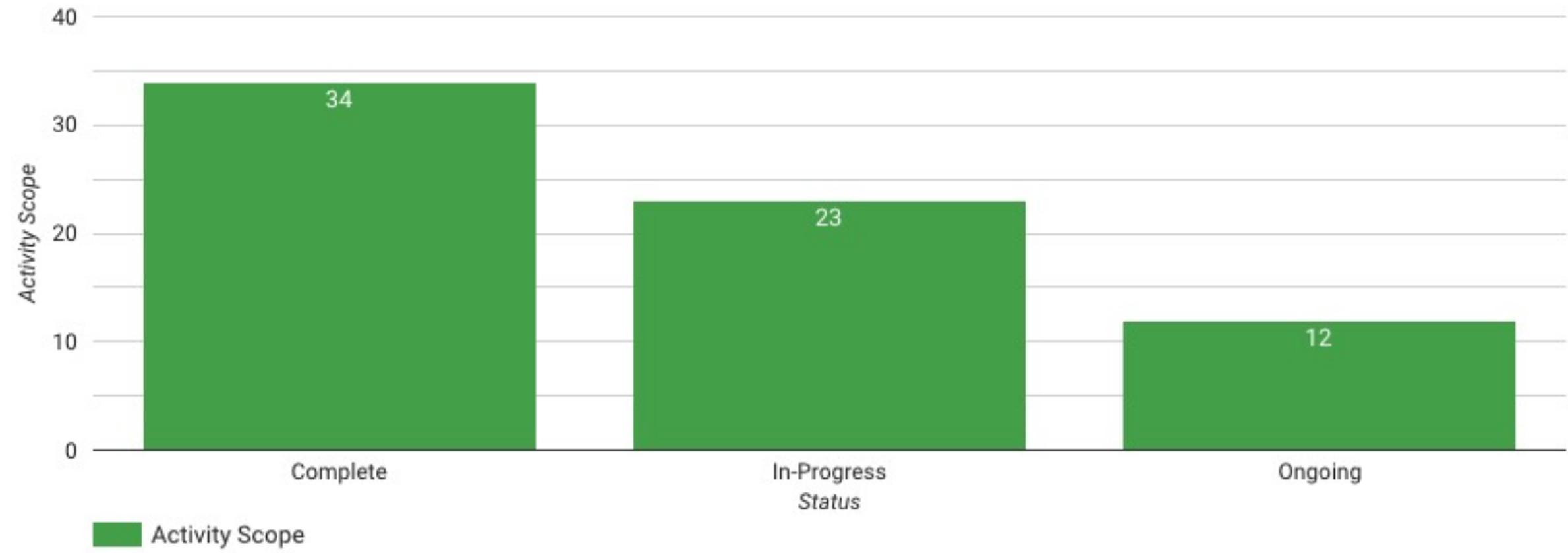


GOAL 4 PROJECTS

The Goal 4 team is tracking 15 initiatives for benchmarking and metrics/trends. Initiatives tracked for Goal 4 represent a systemwide focus on process improvement, efficiencies, and identifying opportunities for additional shared services.

1. Establish The Office of Equity, Inclusion, and Diversity
2. NMSU System Cooperation & Integration
3. NMSU Forms Automation and Workflows
4. Policy Development and Management
5. ICT Futures Phase I
6. Pandemic Response and Planning
7. Staff Hiring and Compensation
8. Faculty Hiring and Compensation
9. Employee Annual Review Process
10. Budget Realignment Initiative Phase I
11. Sodexo Master Collaboration
12. Aggie Service Center Buildout/Centralization
13. HelioCampus Benchmarking Platform
14. HelioCampus Administrative Quality Satisfaction Survey
15. Facilities and Services Automation

GOAL 4 PROJECT STATUS

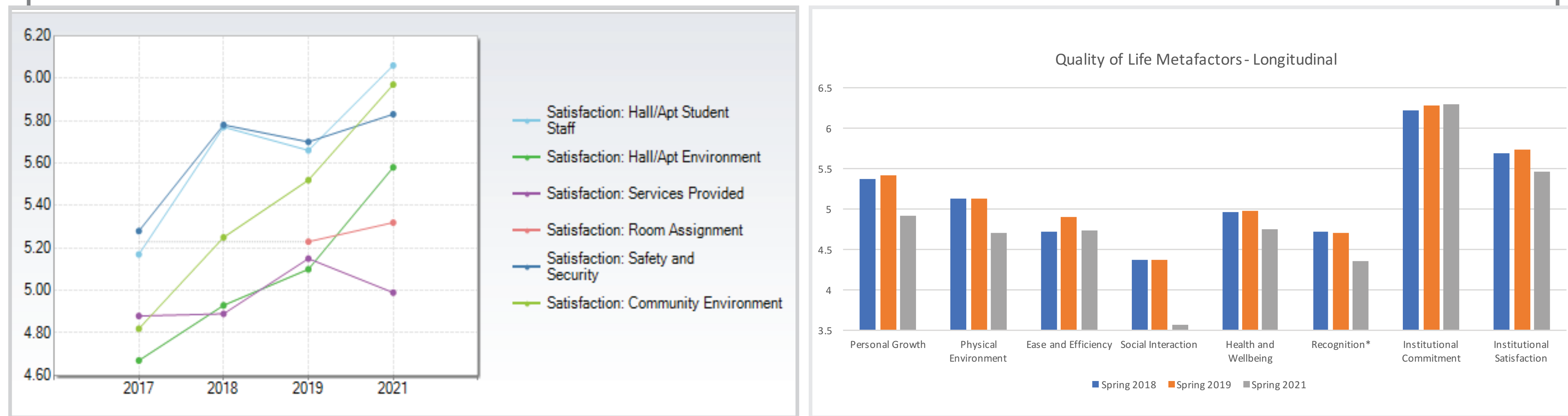


Auxiliary Services

2021-2022 Strategic Initiatives

HOUSING & RESIDENTIAL LIFE

Resident Assessment - Satisfaction Factors



DINING & CATERING

500+ Premium Platinum plans purchased
=\$1.2M sales

survey results

➡➡➡ **93%** overall satisfaction rating
 ➡➡➡ **91%** recommendation score

CURATED PLANS FOR ADDED CONVENIENCE TO STUDENTS

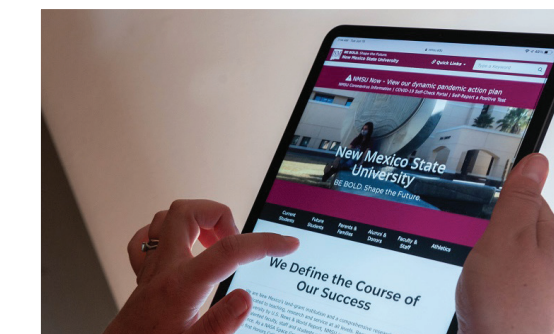


SUBSCRIPTIONS WITH SERVICES SUCH AS UNLIMITED BEVERAGES

NMSU BOOKSTORE

textbook adoption rate

➡➡➡ **74%** nearly doubling from 34% in summer 2020!
 ➡➡➡ **5K** curbside pickups in first 3 weeks of class



LOOKING FORWARD TO ALL THINGS iPad AT DACC & NMSU

AUXILIARY SERVICES BLOCK PARTY
 CRIMSON KICKOFF PARTNERSHIP
 HOMECOMING PARTNERSHIP



NMSU GOLF COURSE

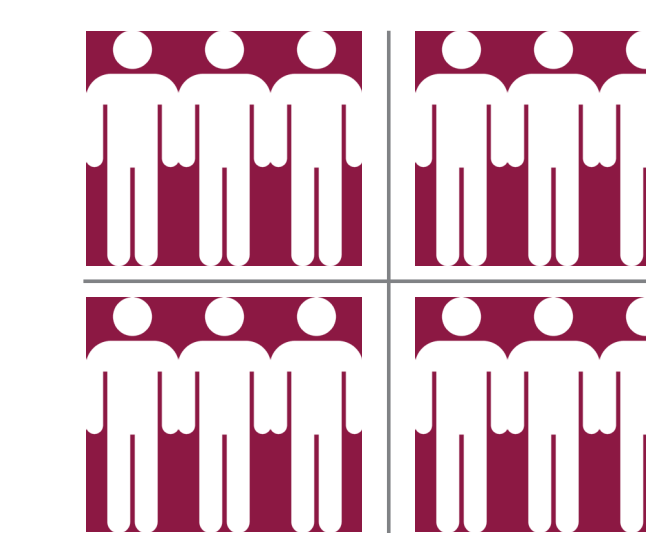
112% ↑ Driving Range/Golfer Development Revenue
40% ↑ in Membership Revenue
55k Rounds with Green Fee Revenue up 14%
\$2.5M Revenue in FY21 (\$340K profit) compared to \$2.1 million in FY19 (\$80K profit)



SPECIAL EVENTS

250 Student Employees

student hire goals



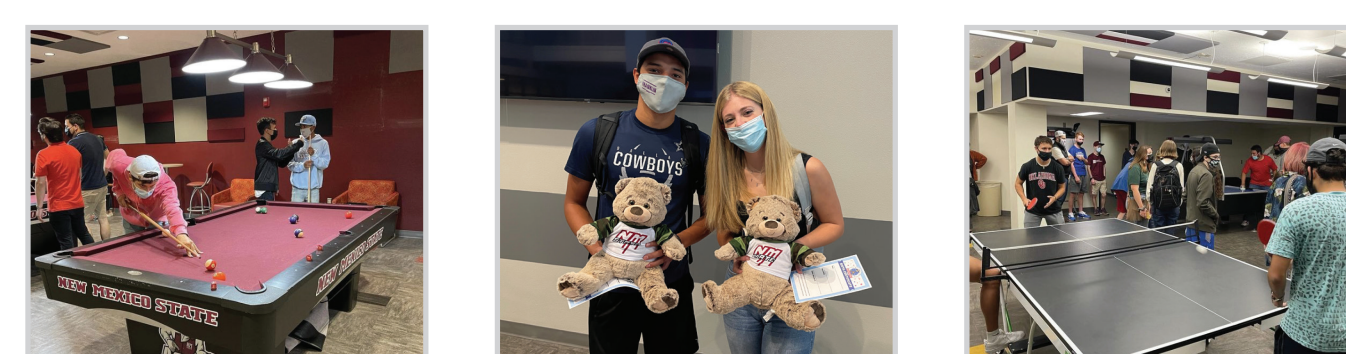
➡➡➡ **20%** increase by end of current fiscal year



CORBETT CENTER STUDENT UNION

CCSU programming student participation by Calendar Year

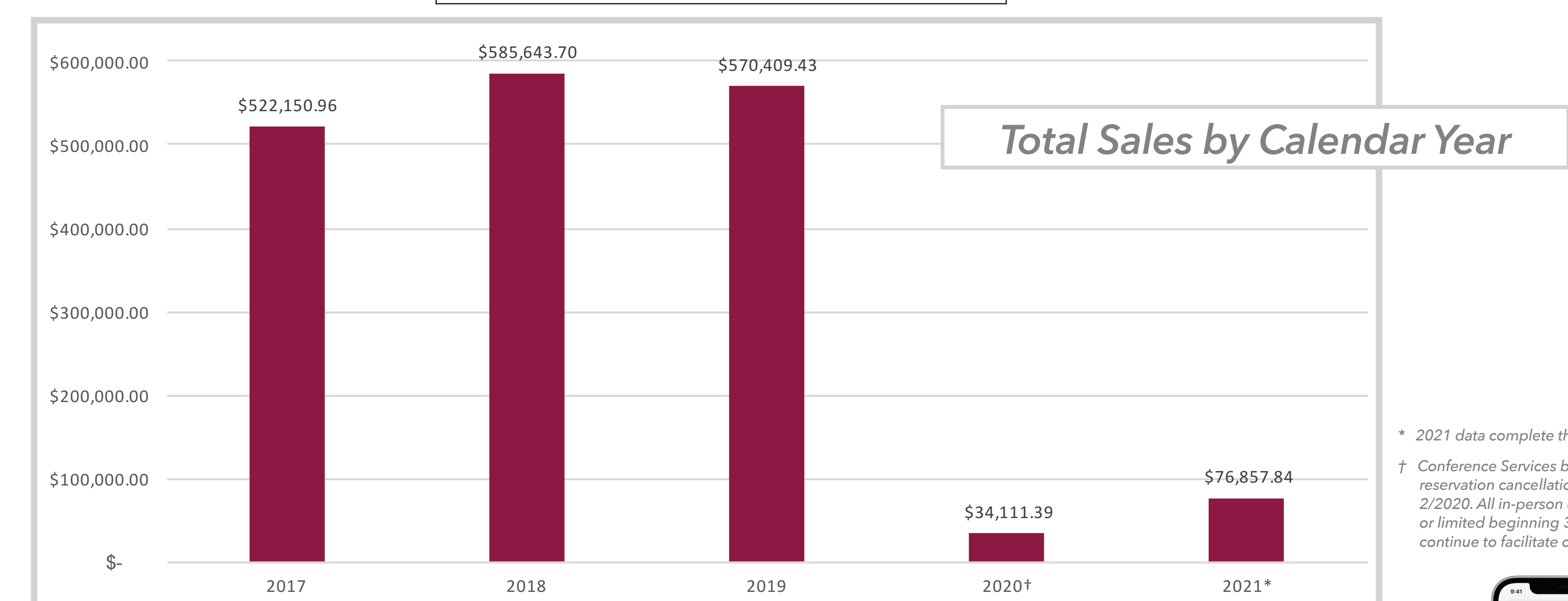
➡➡➡ **64%** increase from 2018 & 2019
3-5% ↑ in engagement goal, year by year



2018	2019	2020†	2021*†
3,012	4,949	1,530	2,860

* 2021 data complete through 9/30
 † CCSU moved to virtual programming 3/2020 - 7/2020. Limited in-person events resumed 8/2020

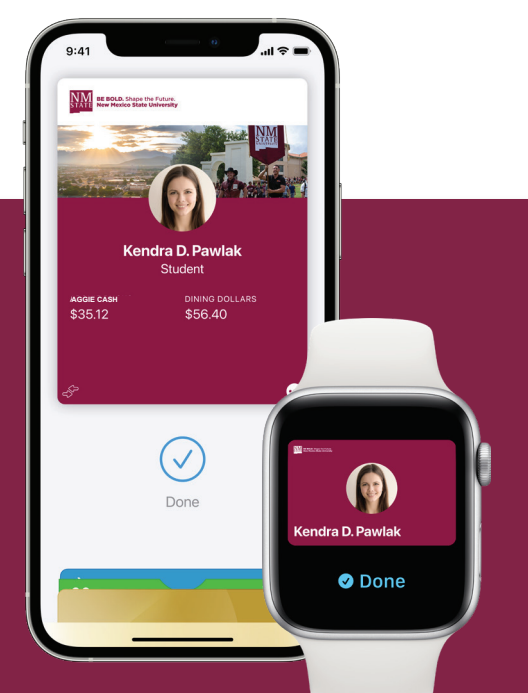
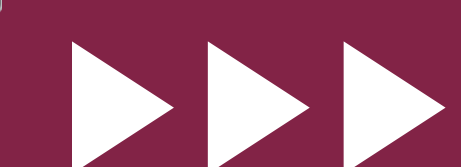
CONFERENCE SERVICES



* 2021 data complete through 9/30
 † Conference Services began facilitating reservation cancellations due to COVID-19 in 2/2020. All in-person events were canceled or limited beginning 3/2020 - 7/2020 and we continue to facilitate cancellations to date



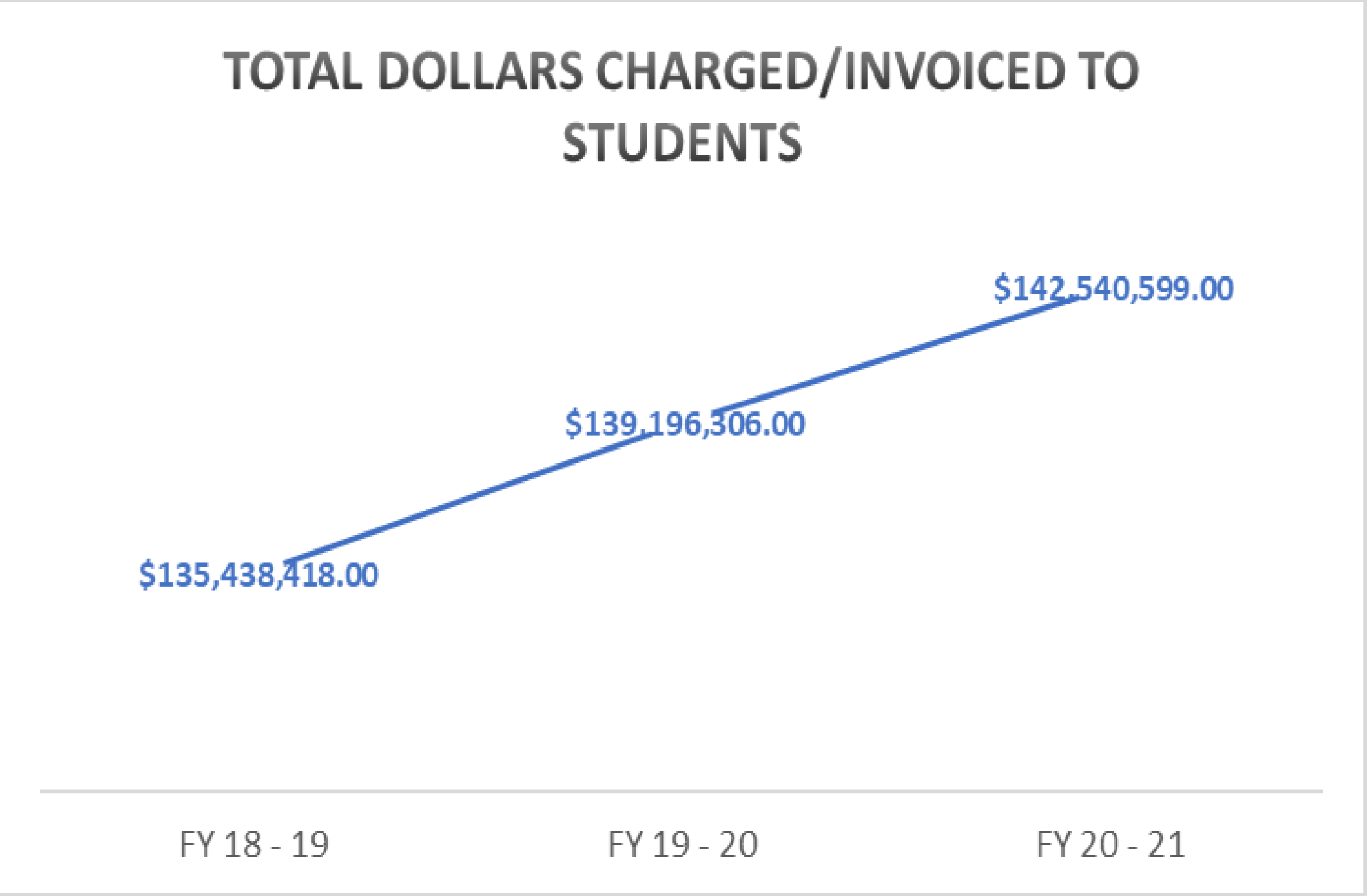
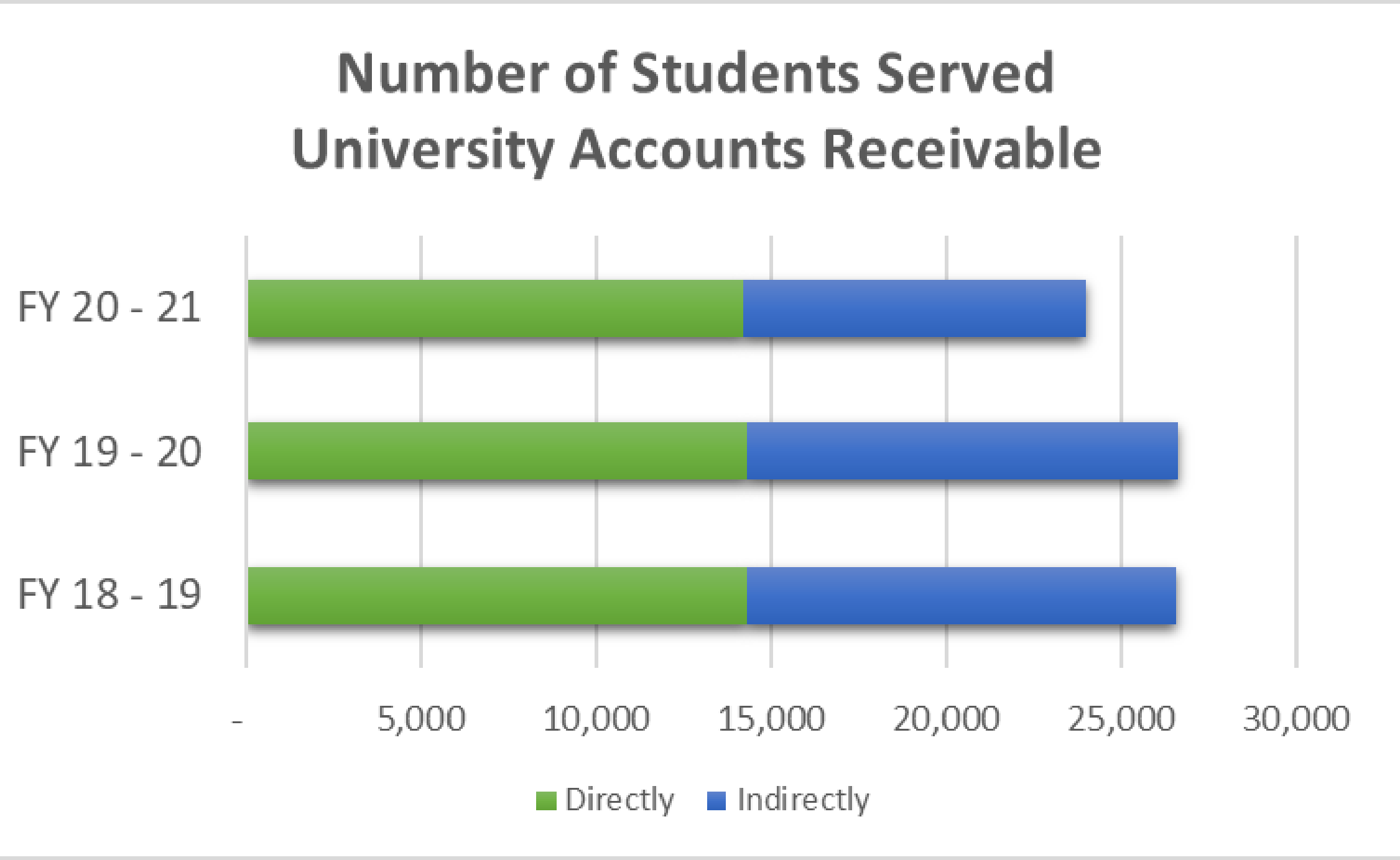
Launching the Official NMSU Mobile ID!



Mission

Provide New Mexico State University’s students, faculty, and staff with exceptional support services; to ensure excellence in stewardship over the resources entrusted to us by the State of New Mexico, its residents, and the university community; and to support the success of the university’s mission of education, research, extension, and public service.

Students Served



Business Affairs Strategic Framework

Strategic Actions

Key Success Enablers

Results

ALIGN

Business strategies with organizational priorities

PARTNER

With our stakeholders for innovative solutions

SUPPORT

Our customers with a positive experience

OPTIMIZE

Organizational resources for enhanced outcomes

Technology

People

Processes

SUCCESS

- Build Trust
- Create Value
- Ensure Stewardship
- Continuous Process Improvement

LEADS 2025 - Goal 4 Actions

Timeline - 2021 through June 2022

Banner Budget Development Implementation

CashNet eMarket Implementation

AggieMart eProcurement Rollout

AggieMart Contracts Management Rollout

Automate Receiving Worksheet

Inventory Process Improvements

Automate Labor PAF

Automate Payment Request

W-4 Self-Service Rollout

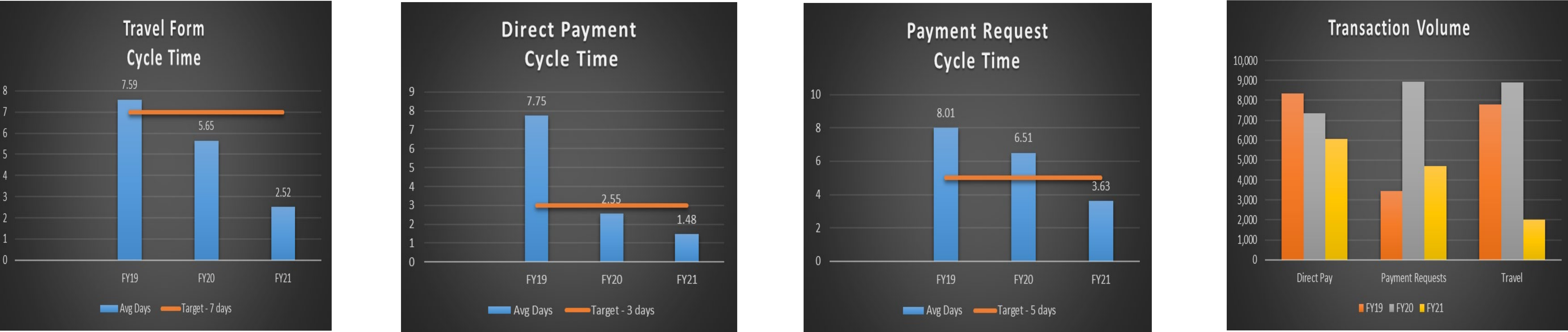
Travel Solution Evaluation

2021

Q1 2022

Q2 2022

Finance Transaction Cycle Times and Volume



Sponsored Awards, Appropriations, Financial Aid, Plant Funds and Foundation Gift Funds

Sponsored Projects Accounting	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017	5-Yr Average	1-Yr Variance	1-Yr Var %	5-Yr Avg Var	5-Yr Avg Var %
Banner Award Setup, Index Creation & Modifications	2,540	2,570	2,185	2,088	2,024	2,281	(30)	-1.17%	259	11.34%
Average completion time in days	1.38	1.52	1.76	1.38	1.15	1.44	(0.14)	-9.21%	(0.06)	-4.03%
Annual Invoice Count	6,457	6,337	6,242	6,352	6,407	6,359	120	1.89%	98	1.54%
Annual Invoice Amount	\$ 208,314,586	\$ 204,686,502	\$ 164,137,179	\$ 160,578,217	\$ 173,555,791	\$ 182,254,455	\$ 3,628,083	1.77%	\$ 26,060,131	14.30%
Annual Financial Reporting & Closeouts Count	1,454	1,305	1,168	1,075	1,043	1,209	149	11.42%	245	20.26%
Outstanding Accounts Receivable at 6/30	\$ 6,078,453	\$ 8,923,707	\$ 4,592,728	\$ 7,711,198	\$ 4,468,767	\$ 6,354,970	\$ (2,845,254)	-31.88%	\$ (276,517)	-4.35%
120-Day Accounts Receivable at 6/30	\$ 515,891	\$ 290,165	\$ 201,003	\$ 566,787	\$ 1,139,842	\$ 542,738	\$ 225,726	77.79%	\$ (26,847)	-4.95%

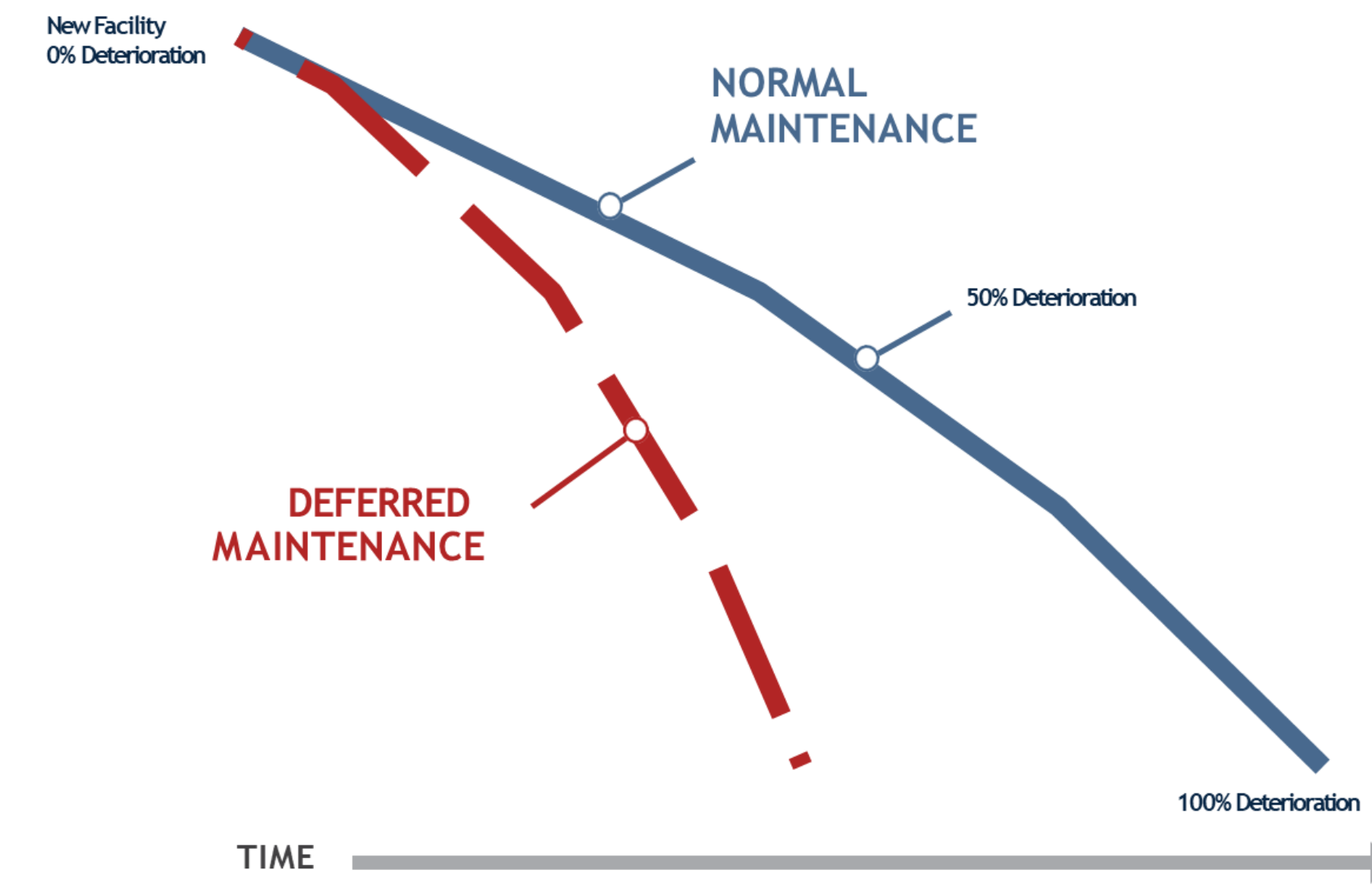
NMSU Facilities and Services

2021-2022 Strategic Initiatives

Deferred Maintenance

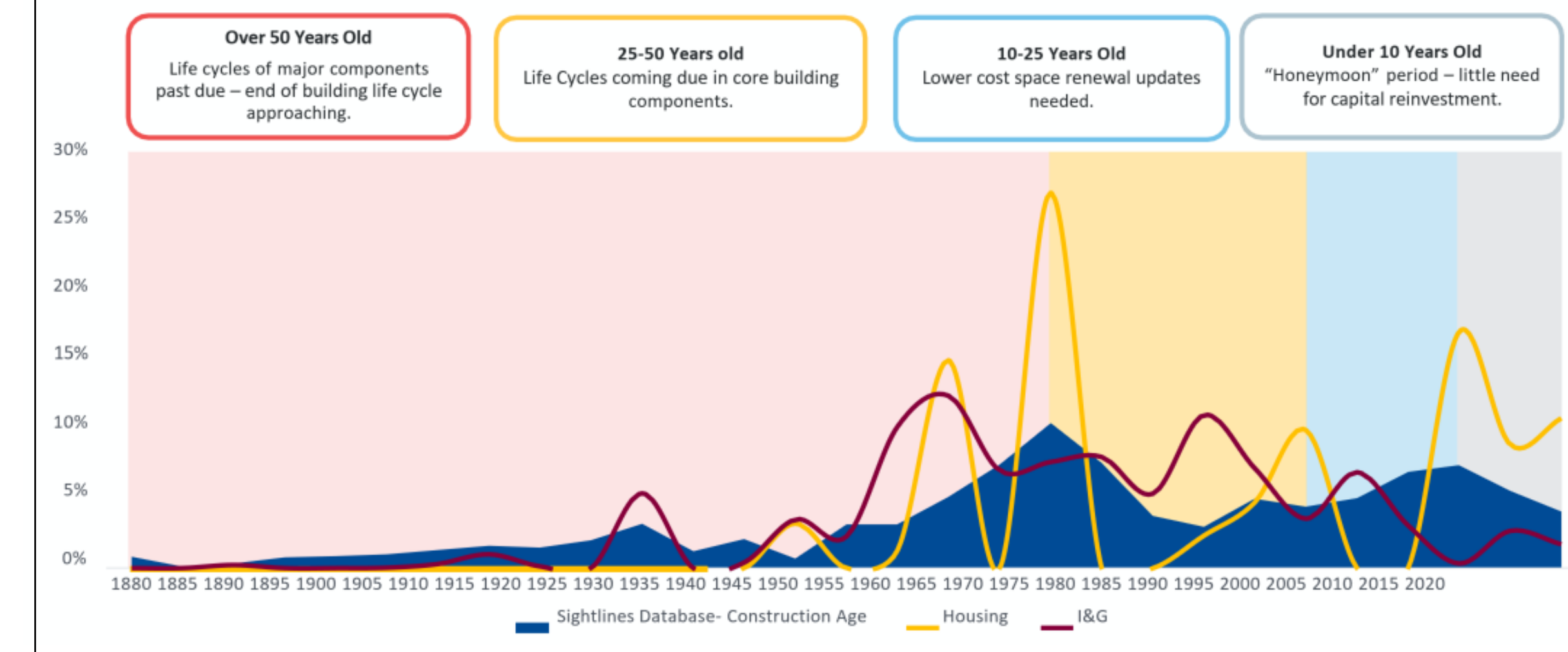
Definition:

Deferred Maintenance applies to the renovation, renewal or replacement of building and infrastructure components or systems that are necessitated by aged or deficient condition. Deferred maintenance does not apply to the renovation, renewal or replacement of building and infrastructure components or systems that are necessitated by growth in new space, change in space or use or the need for greater infrastructure capacity.



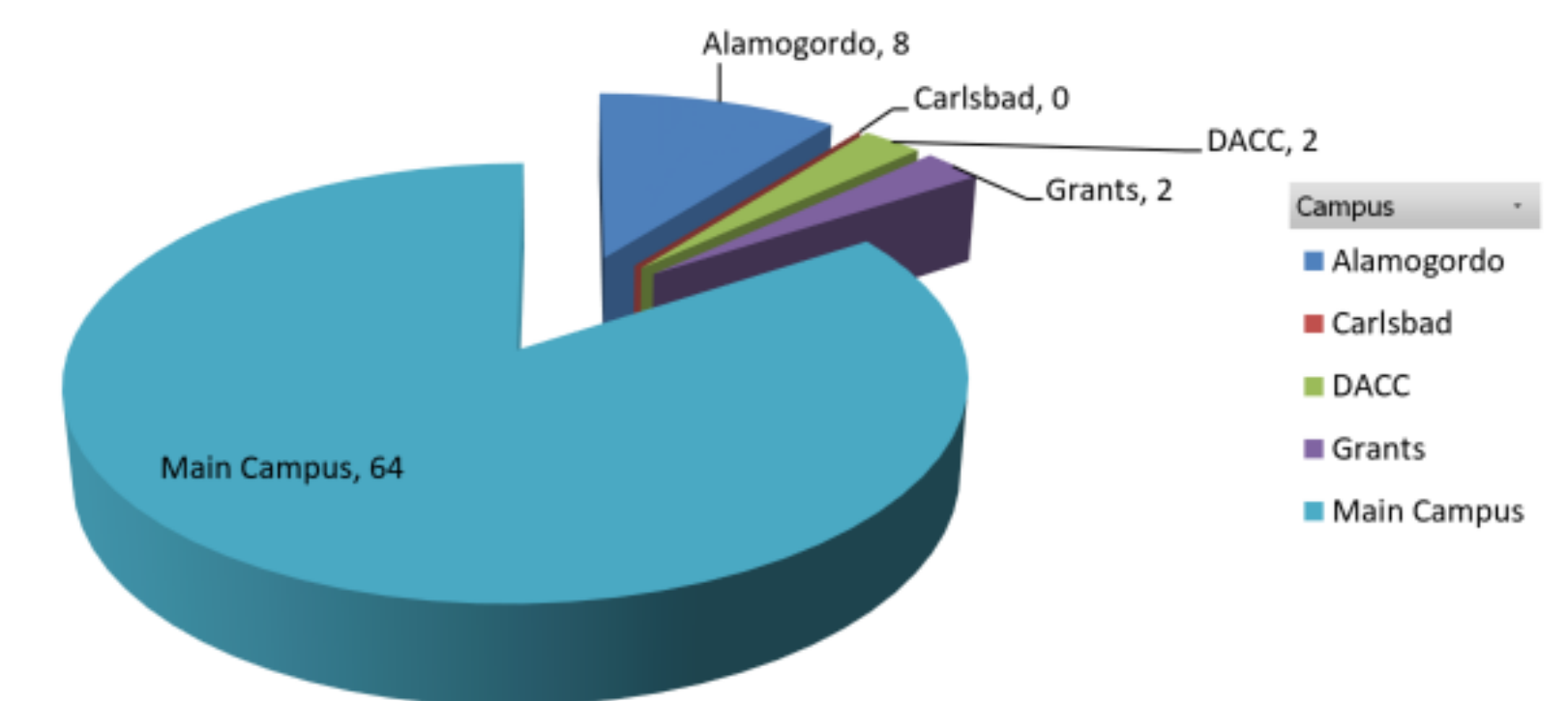
Capital Projects

Understanding the Impact of Construction Trends



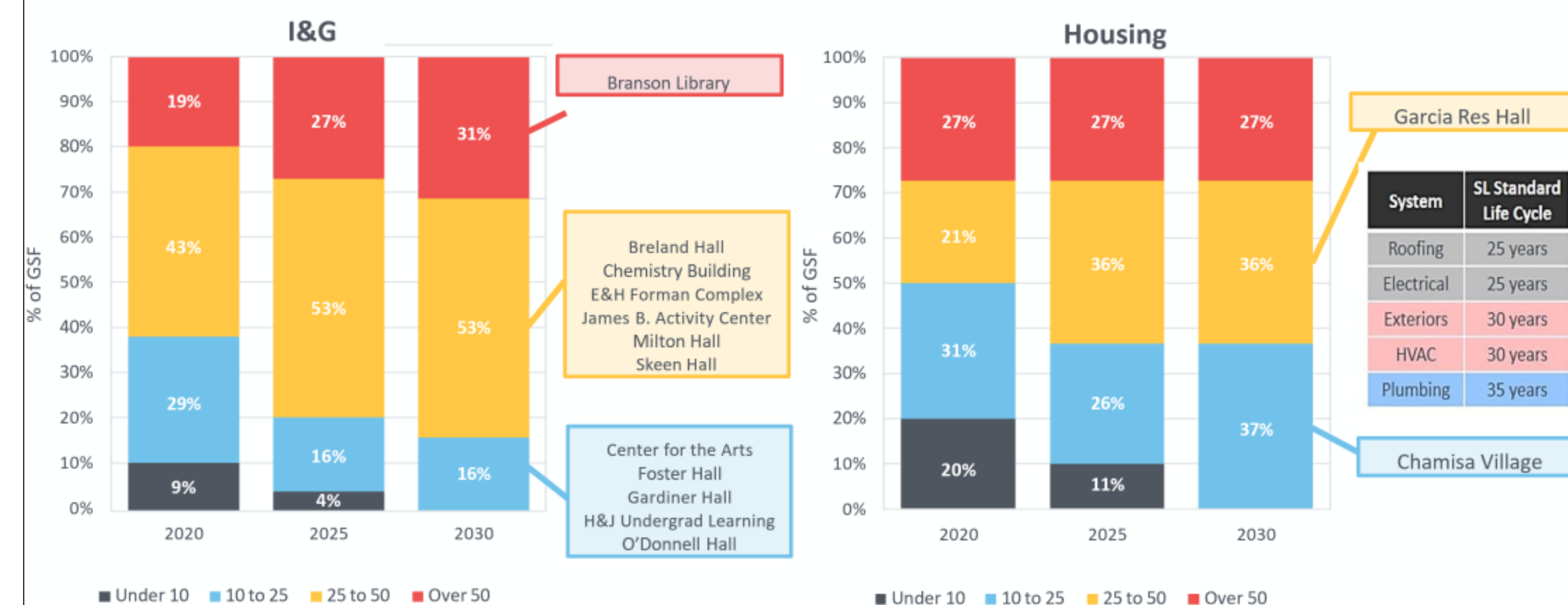
Pan American Lounge and Suites

Projects Per Campus



Aging Campus Facilities

Campus Will Age Significantly in Next Ten Years

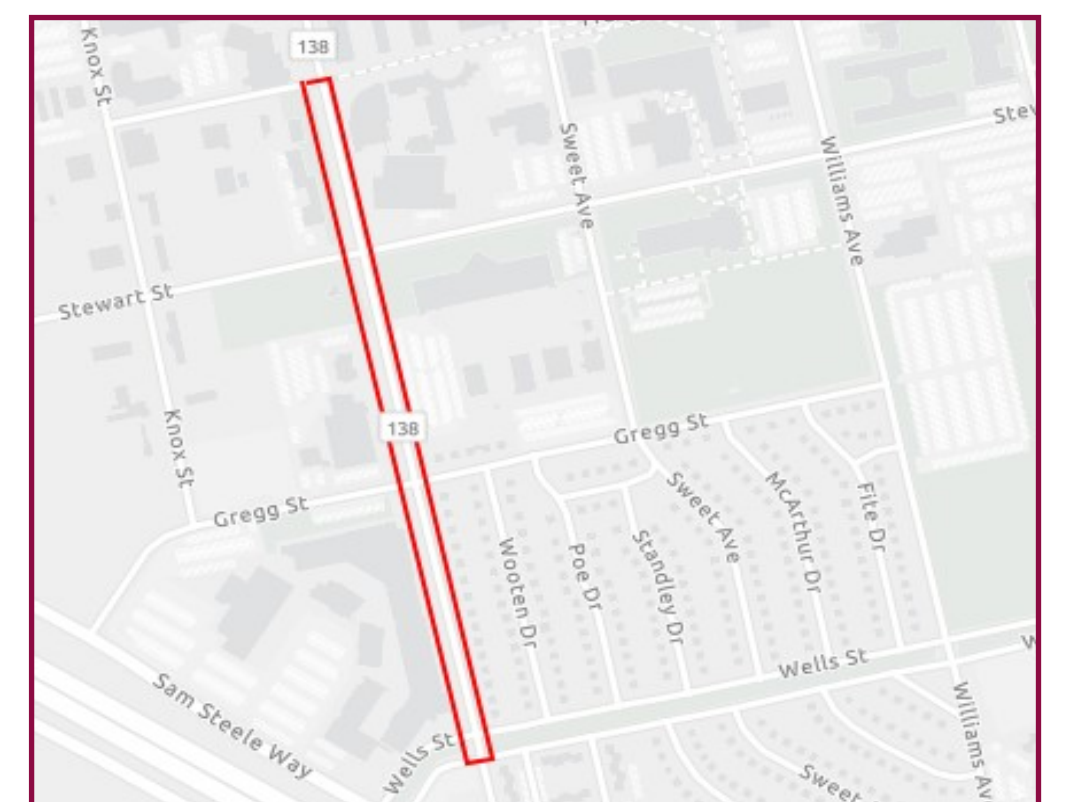
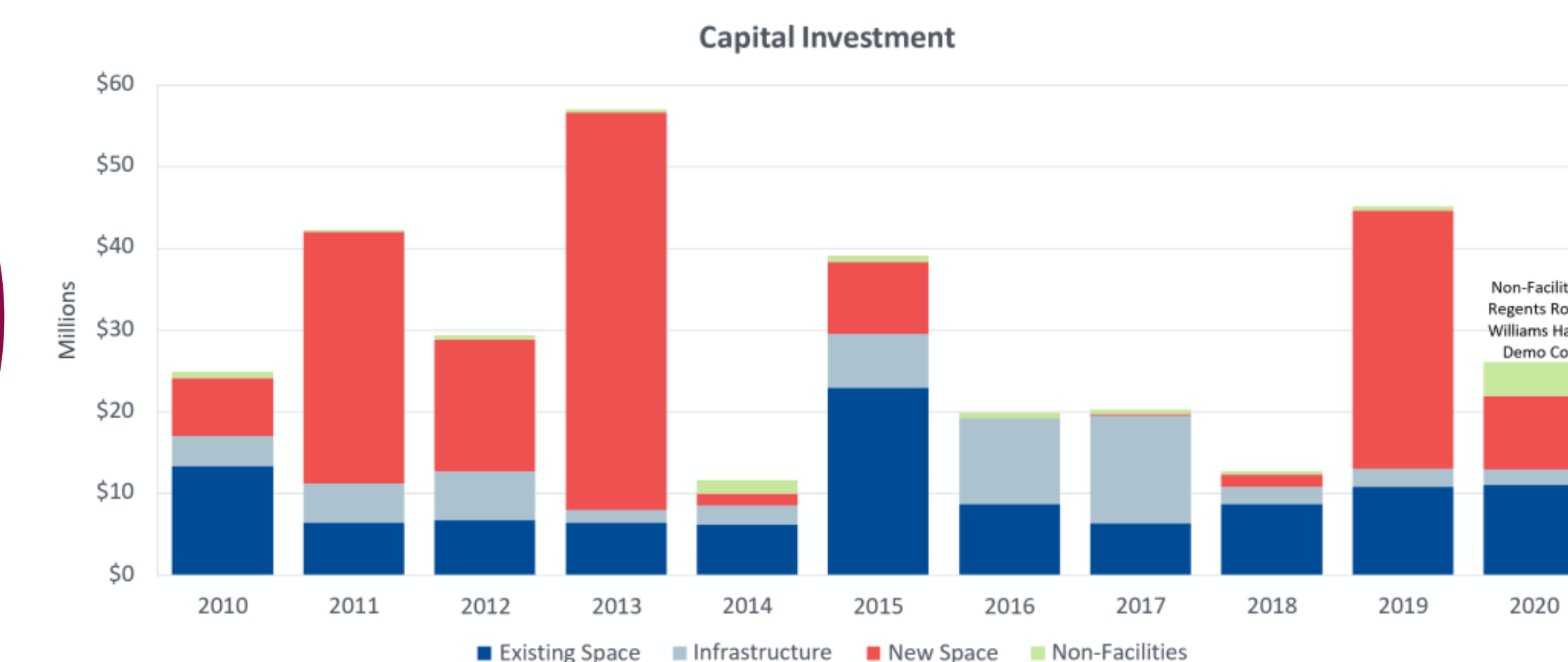


Housing needs will come due at a more even interval

Mission Statement

Efficiently provide a safe, well maintained and environmentally sustainable university community.

Total Investment Over Time



Espina Street Repave

Metric FY2010-FY2020

SPACE RENEWAL

- Carpeting
- Painting
- Replacement of Light Fixtures
- Furniture Replacement

BUILDING SYSTEMS

- Mechanical Systems
- HVAC Projects
- Electrical Systems

ENVELOPE

- Exterior Doors
- Windows
- Pointing
- Roofs
- Gutters

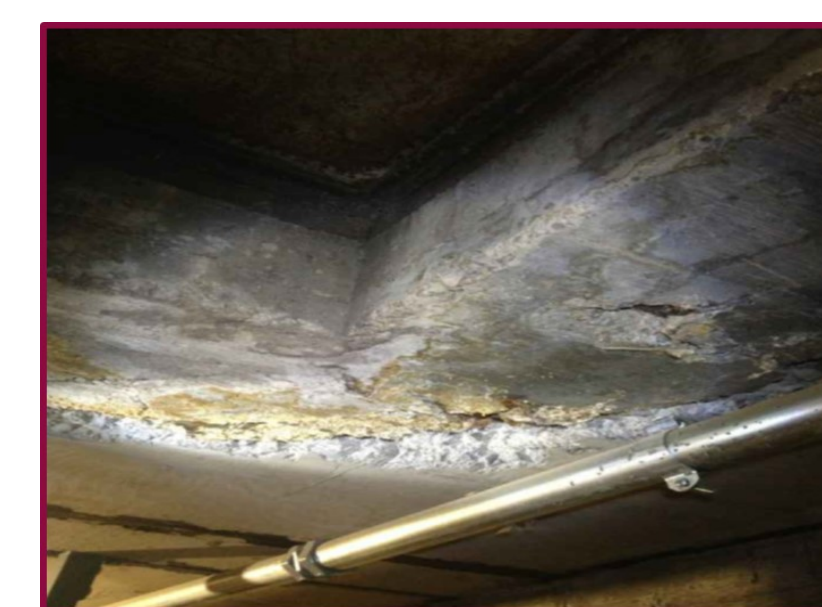
SAFETY/CODE

- ADA Work
- Fire/Sprinkler System
- Security Measures
- Abatement

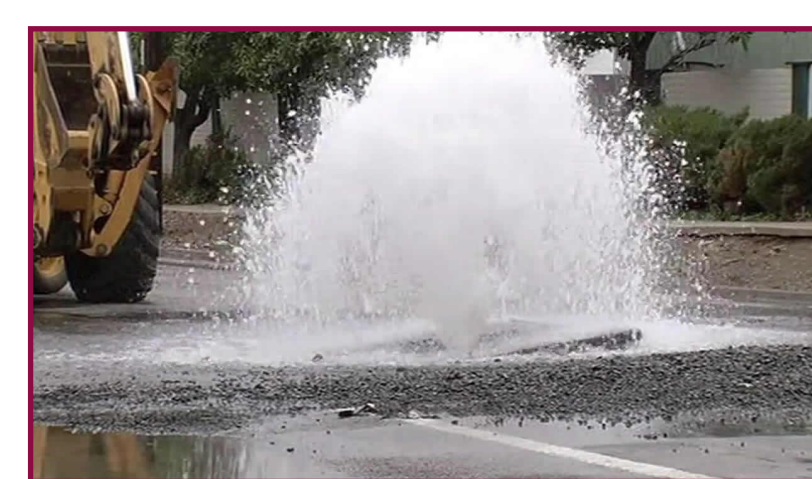
510 Million dollar
I & G Deferred Maintenance Need

94 Million dollar
Infrastructure Need

87 Million dollar
Deferred Maintenance Need
Ag Centers

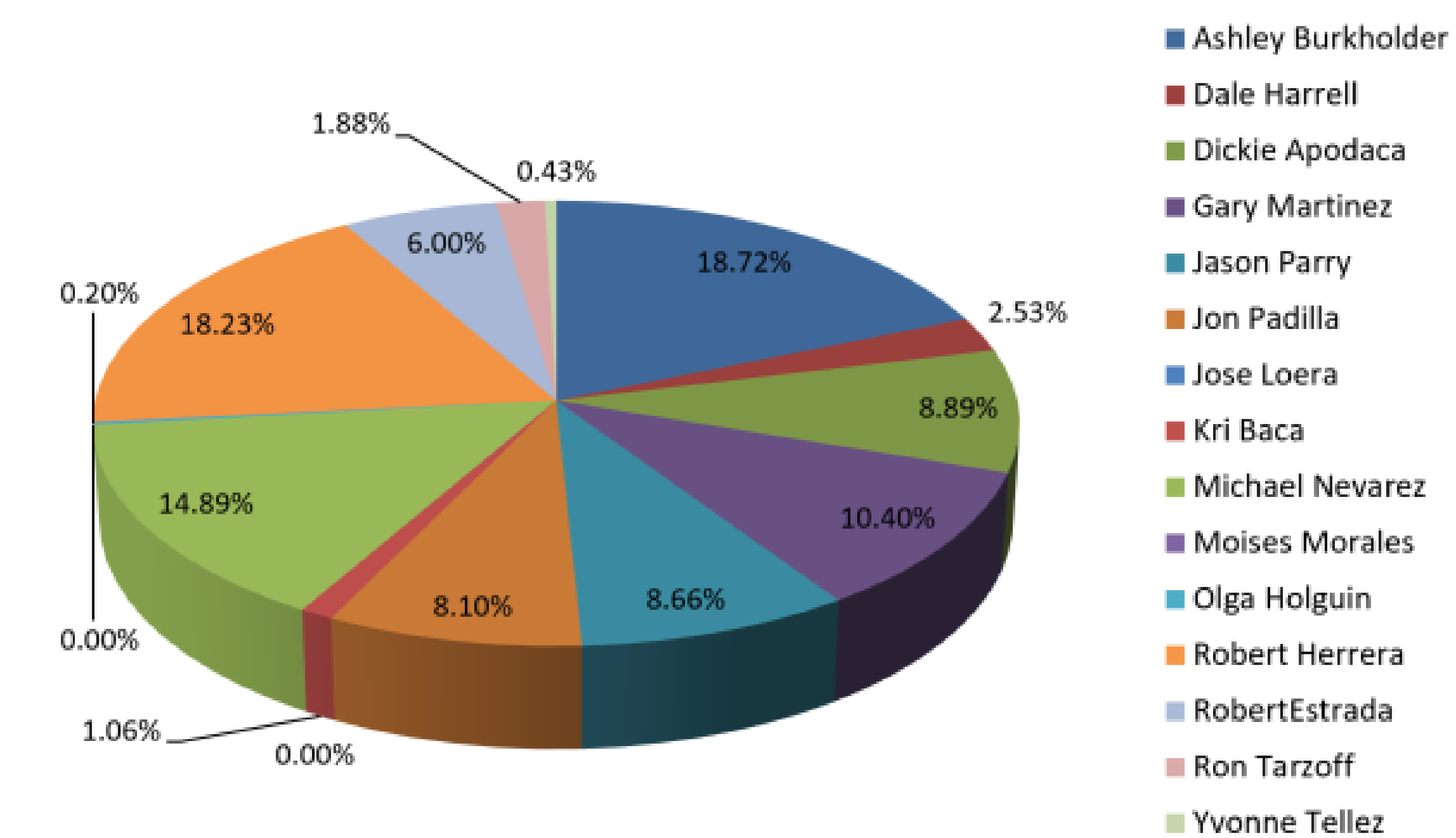


Failing concrete and structural failure of concrete tunnel



Water main break

Total Dollar Volume of Active Projects



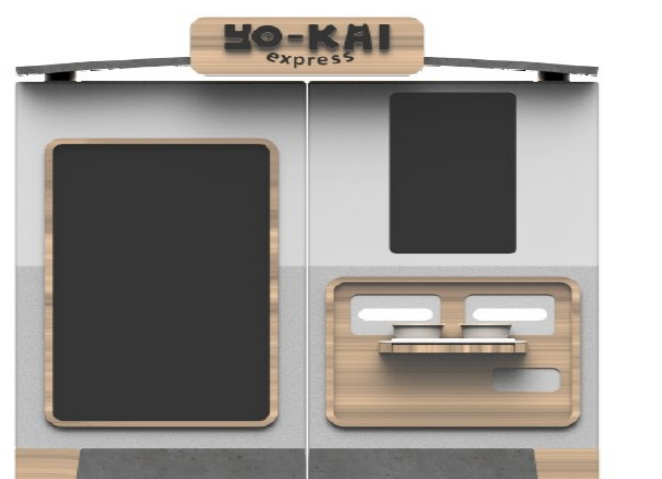
Baseball Facility Upgrade



NMDA Building



Ag Modernization Phase I



Garcia Hall — Ramen Machine

HUMAN RESOURCE SERVICES

2021-2022 Strategic Initiatives

Support the NMSU System by promoting our values and providing services through partnership to achieve solutions, professional development and process efficiencies.

HRS STRATEGY GOALS

Streamline processes to better meet user needs.

In 2019, Employment and Compensation Services (ECS) began tracking the new position, reclassification and modification actions and measuring the timeframe for review and approval/denial. The measurement assists the ECS in the enhancement of collaboration/training with respective departments.

Increase and maintain high supervisor completion rate of staff performance evaluations.

Completion of performance evaluations is critical to ensuring the quality, productivity and achievement of the university's strategic goals.

Build organizational capacity and provide quality employee professional development opportunities both instructor-led and web-based.

It's not enough to simply offer professional development opportunities, but of equal importance is to offer development opportunities in a manner that will drive high attendance and participation.

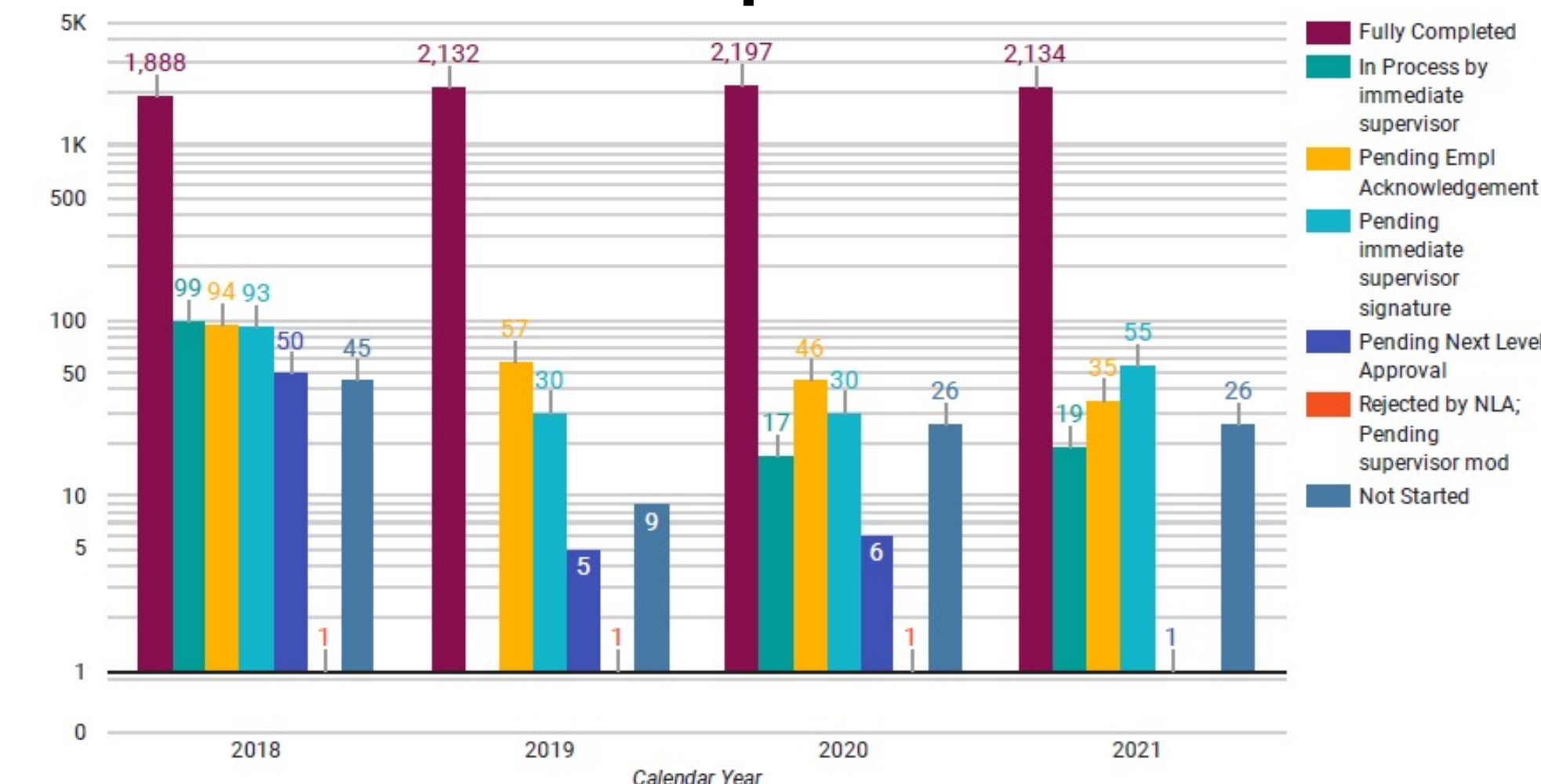
METRICS

Staff compensation and hiring

Staff Compensation Actions Average days to review once request is received in HR. Measurement: 10 Business Days			
Year	Month	Average Time in HRS Queue (Days)	# of Actions
2021	January	5.71	17
2021	February	6.31	18
2021	March	7.73	14
2021	April	6.85	20
2021	May	7.47	17
2021	June	11.51	37
2021	July		
2021	August		
2021	September		

Staff Hiring Proposal Average days to review and approve hiring proposal once received in HR. Measurement: 48 hours			
Year	Month	Average Time in HP (Days)	Average time for HC (Days)
2020	All Months Average	2	2
2021	January	1	2
2021	February	2	2
2021	March	1	2
2021	April	2	2
2021	May	2	2
2021	June	2	2
2021	July		
2021	August		
2021	September		

Performance evaluation process



Professional development

Year-to-date Instructor-led		Year-to-date Web-based (excluding SET)	
Confirmed	809	Successful	257
Walk-Ins	1	In Progress	54
Canceled	136	Canceled	11
No Shows	276	Unsuccessful	2
Class Canceled	56		
% Attended	63%	% Complete	79%
Target:	80%	Target:	80%

OUTCOMES

Tactic # 1

ECS processed comp actions within the 10 business day turnaround time period for processing and tracking deficiencies in the submission. In 2020, the average time for HRS to review hiring proposal and hiring confirmation was two days each. Since January 2021, HRS has consistently reviewed and processed staff hiring proposals within the two day (48 hour) turnaround time.

Tactic # 2

Completion rates continue to go up year after year including during the 2021 evaluation cycle (Dec. 1 - Mar. 16). Most notable for the 2021 cycle was the 99% overall completion rate. Only an extraordinary number of 26 evaluations were not started.

Tactic #3

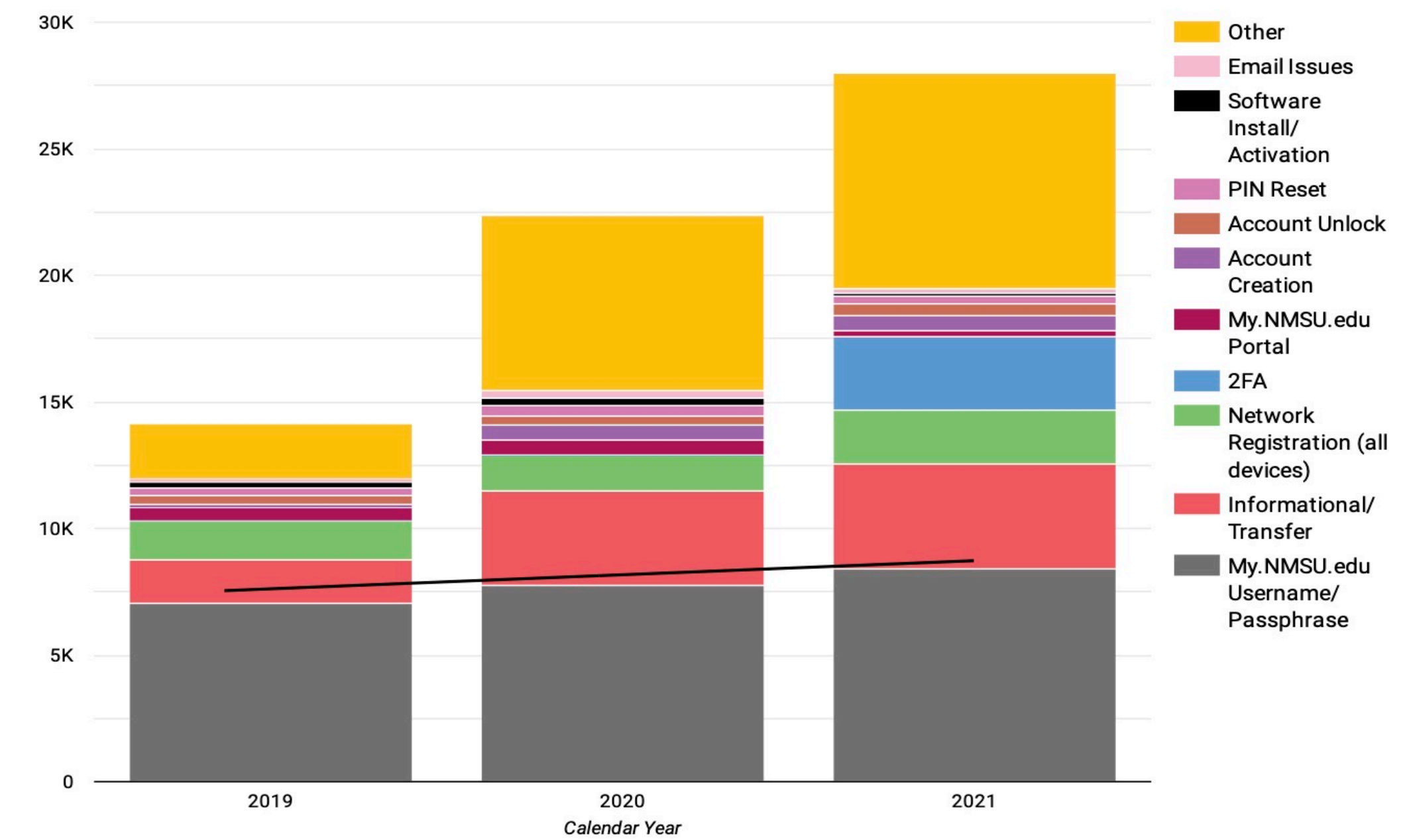
Data shows that web-based employee development opportunities yield a greater number of employees who successfully complete the classes. However, a significant number of employees enrolled in instructor-led courses, but approximately 50% did not show up or canceled prior to the start of the class.

INFORMATION & COMMUNICATION TECHNOLOGIES

Strategic Initiatives

Serving the NMSU Community HELP DESK TICKETS

The ICT Help Desk (ICT HD) assists NMSU with technology issues. ICT HD provides service via email, telephone, face-to-face meetings, and, since March 2020, via Zoom Help Room(s).



Calendar Year	Total Tickets	Categories of Help
1. 2019	14,122	38
2. 2020	22,364	60
3. 2021	28,000	65

ACTION/TACTIC/COLLABORATIONS

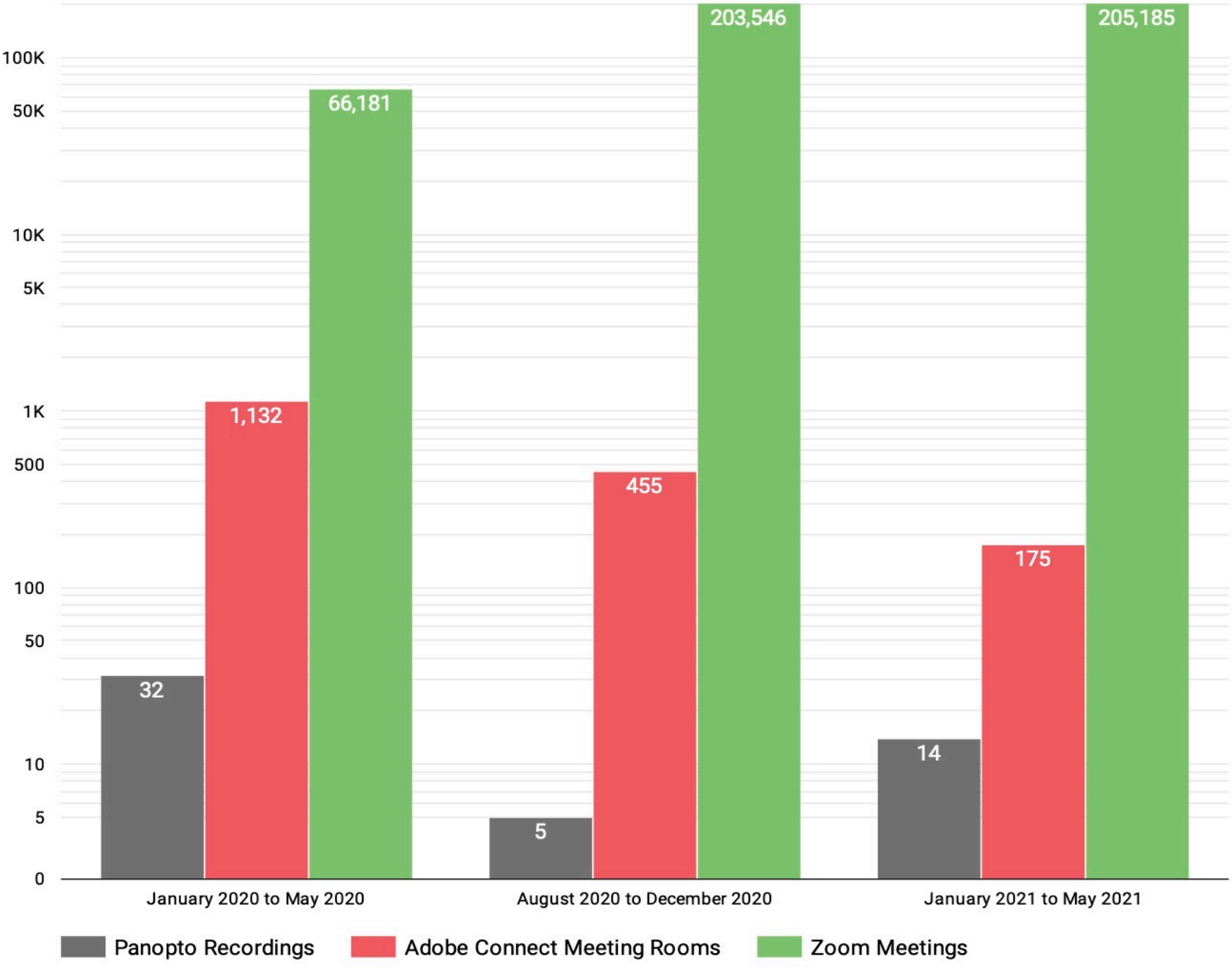
- Refine and improve online multi-factor authentication (MFA) documentation
- Enhance community awareness of self-service passphrase capabilities and reduce ICT HD requests for re-set assistance.
- Work to expand organizational coordination and ensure ICT HD management is informed and prepared for planned technology changes that may require or result in increased ICT HD requests.

GOAL 4 Objectives

- 4.3.1 Organize administrative functions to optimize delivery of services through service center models, including functions and satisfaction
- 4.3.2 Optimize IT Structure and Administrative Systems
- 4.3.4 Streamline and improve processes, including cycle time reduction, and align policies

Serving the NMSU Community PANOPTO, ADOBE CONNECT, ZOOM

Panopto is an asynchronous (one-way) virtual presentation tool. Adobe Connect and Zoom are synchronous (two-way) virtual presentation and video conferencing tools. All three provide event recording and playback.



ACTION/TACTIC/COLLABORATIONS

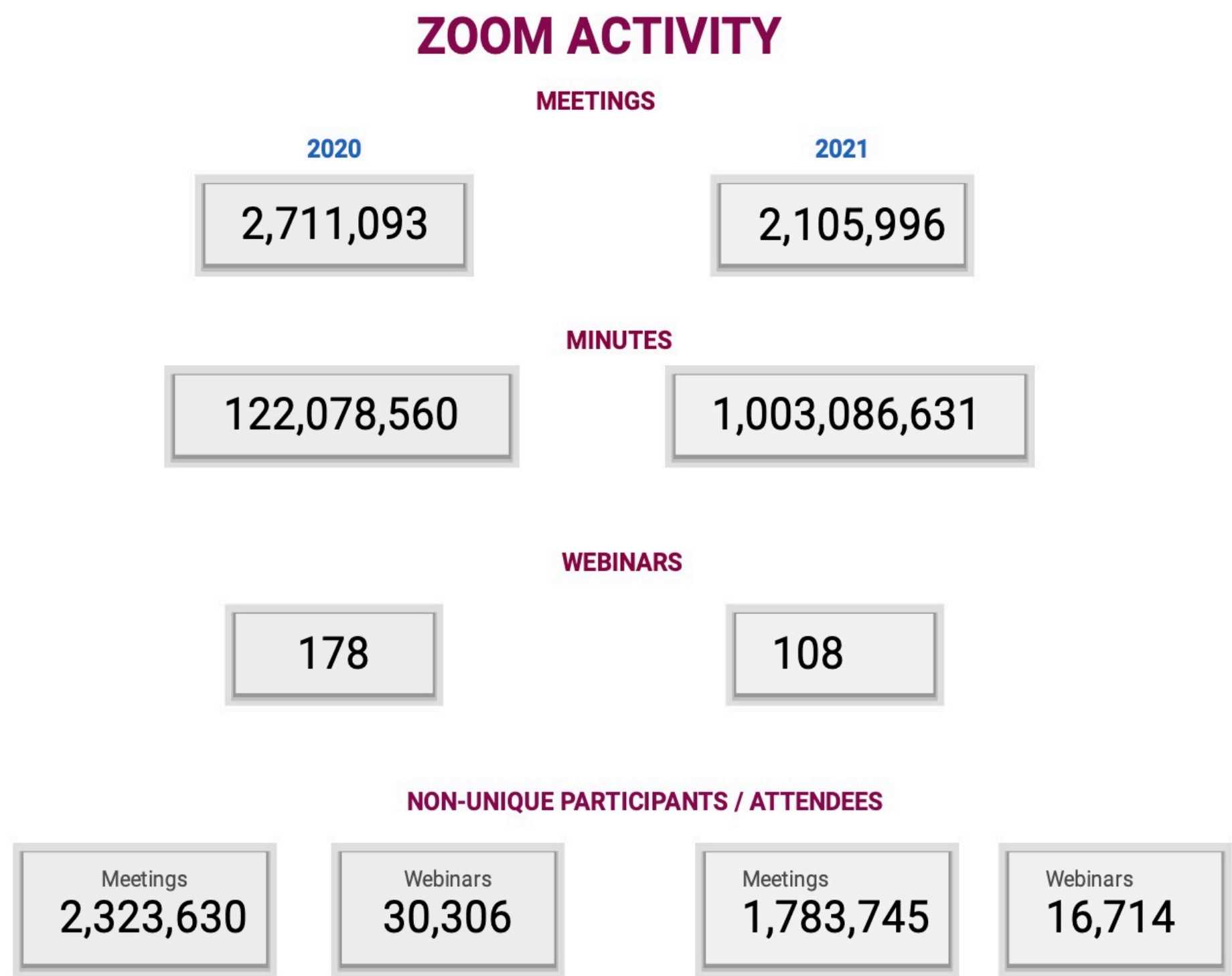
- Reviewed application usage and costs associated with above applications across the NMSU system. Identify duplicate functionality.
- From January 2020 to May 2021:
 - Panopto had a 56% reduction in usage
 - Adobe Connect had an 86% drop in usage
 - Zoom usage increased 300% and supported 205,185 meetings held in the spring of 2021.
- NMSU will sunset Panopto and Adobe Connect, simplifying service offerings and saving time and money in the process.

GOAL 4 Objectives

- 4.3.3 Maximize enterprise solutions, including SaaS and cloud opportunities
- 4.3.4 Streamline and improve processes, including cycle time reduction, and align policies

Serving the NMSU Community ZOOM

Zoom educational enterprise account purchased Dec. 2019 for the NMSU system, with planned rollout in August 2020. COVID resulted in an emergency implementation achieved over a 2-week period in March 2020 to support continuity of NMSU teaching/learning and business operations.



ACTION/TACTIC/COLLABORATIONS

- Collaborative effort between units across the NMSU system.
- Extremely accelerated user adoption during the pandemic, greatly exceeding initial projections
- Zoom admin will monitor Zoom technology releases, consult with NMSU about benefits, and oversee the implementation.

GOAL 4 Objectives

- 4.3.6 Assess and transform NMSU work processes to align with post-Covid world



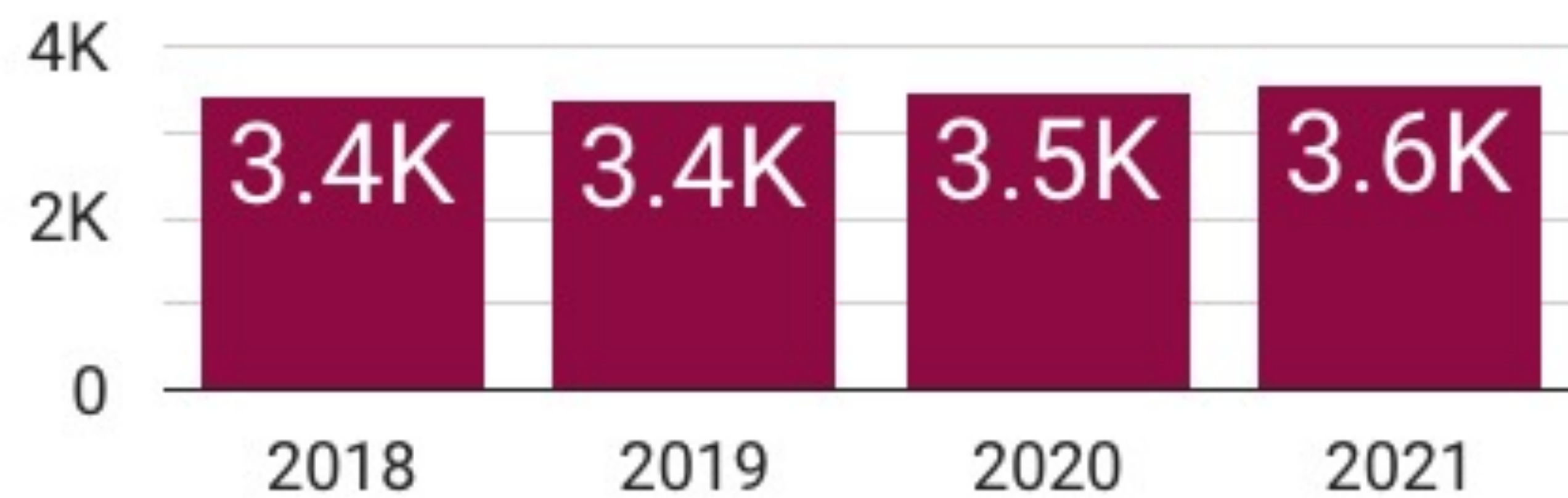
Marketing and Communications – University Broadcasting

2021-2022 Strategic Initiatives

We strive to engage community development by providing relevant news, a forum for open discussion, and a celebration of the arts, while preserving and conveying human and natural history. The Special Production Unit endeavors to enhance the image of the institution through the production and telecast of events and features delivered to audiences near and far.

MEMBERSHIP

As a public broadcaster, KRWG relies on members who choose to support the efforts of the station through donations. This metric is a good barometer of our support in the various communities we serve.



ACTION/TACTIC/COLLABORATIONS

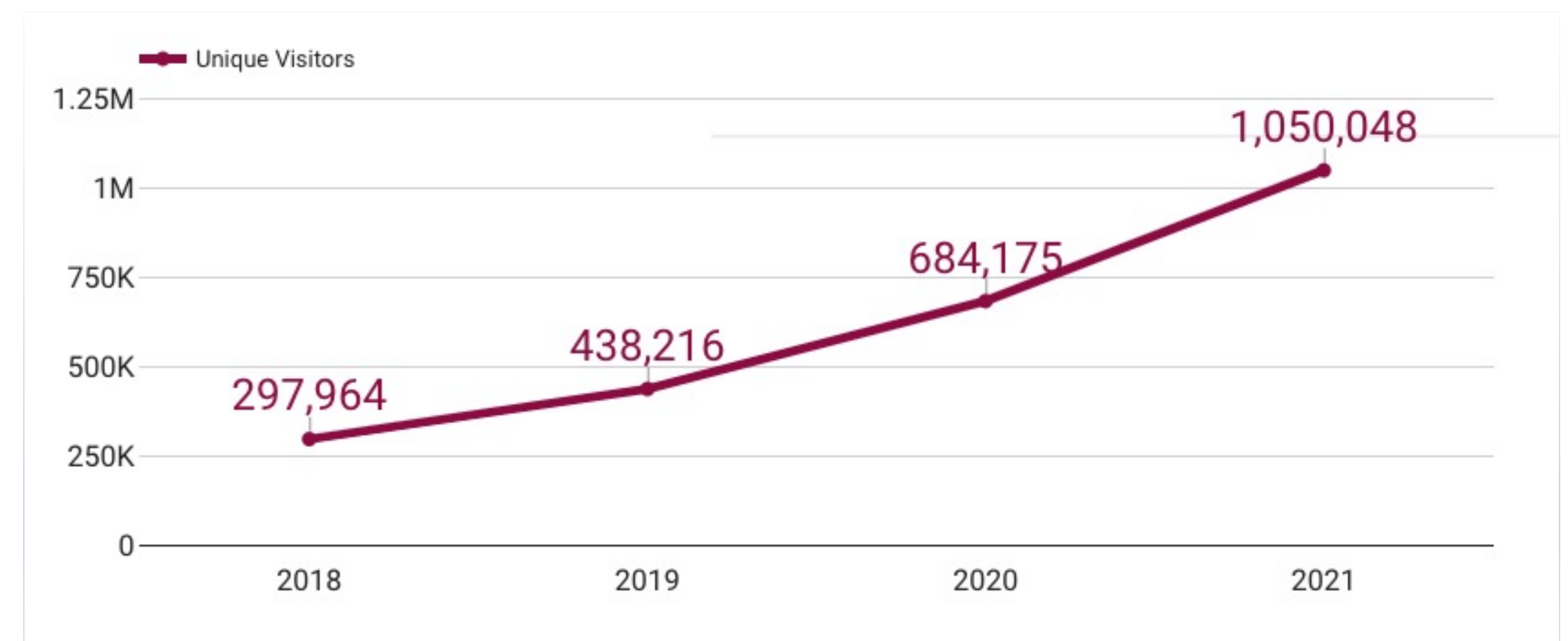
KRWG TV and FM hold membership drives throughout the year, where station staff actively solicit new members while also engaging current members. Membership drives are also opportunities for the station to engage with local businesses that support the station through underwriting. Increasing the number of members, as well as the total amount raised as a part of membership are built into the annual performance evaluations for a number of the station's staff.

GOAL 3

AMPLIFY OUTREACH & EXTENSION

WEBSITE ENGAGEMENT

A key element of the university's strategic plan, NMSU LEADS 2025, is Goal 3: Amplify Extension and Outreach. This goal is part of the university's land-grant mission to provide services to improve the lives of those in our state. KRWG serves the people of our region by providing comprehensive news coverage, educational and cultural programming and much more. The number of unique krwg.org visitors is an effective way of measuring how relevant this service is to our stakeholders. Unique Visitors are the number of unduplicated (counted only once) visitors to your website over the course of a specified time period. The growth in this metric is a direct result of quality of the stories told by KRWG as well as the station's efforts continuously improve the tactics for delivering these messages through social media and other digital channels.



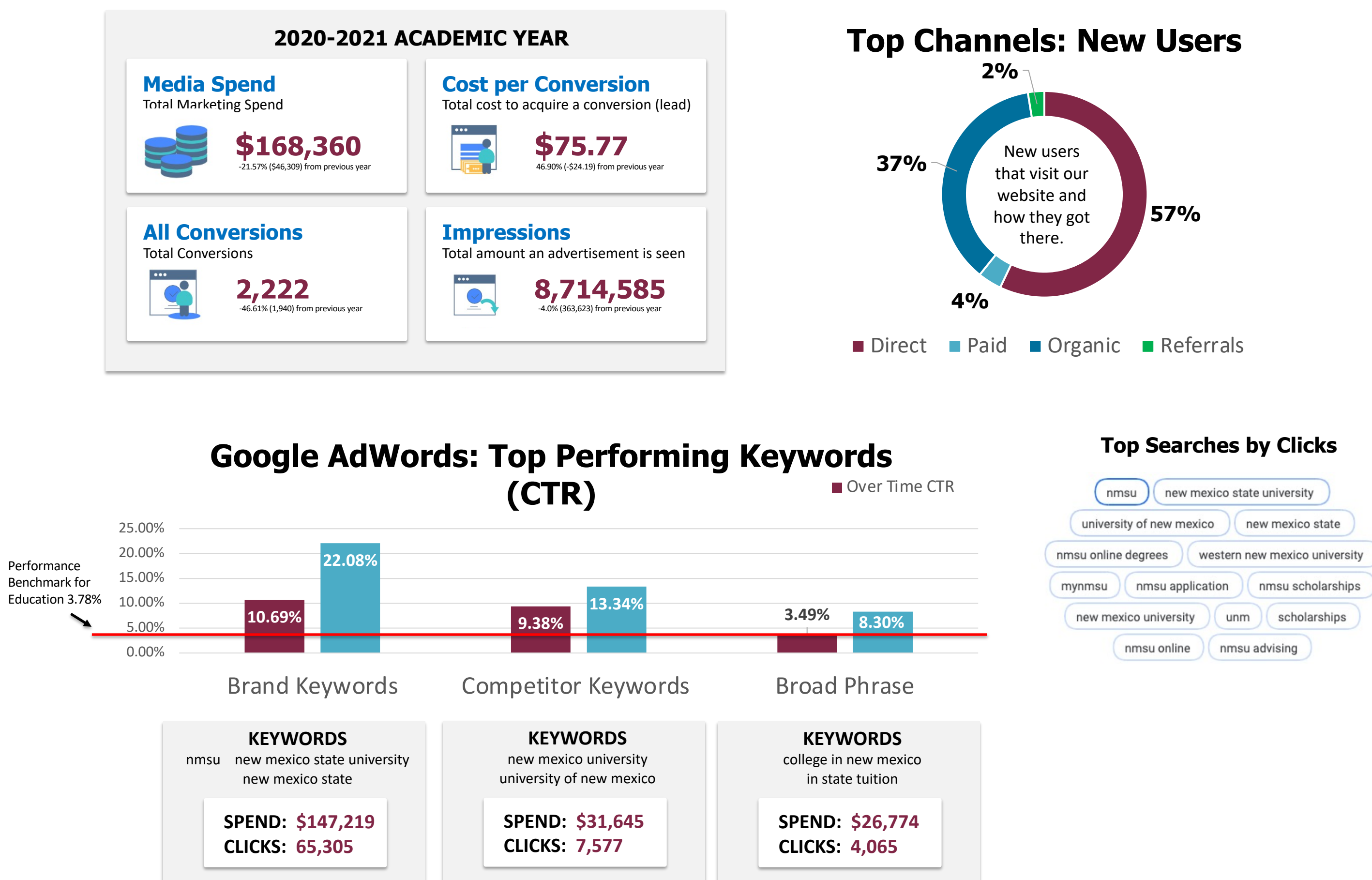
Marketing and Communications

2021-2022 Strategic Initiatives

Serves as NMSU's public information, marketing and media relations office. We represent the NMSU brand in all aspects of our work and support the strategic communication initiatives of the university through integrated storytelling.

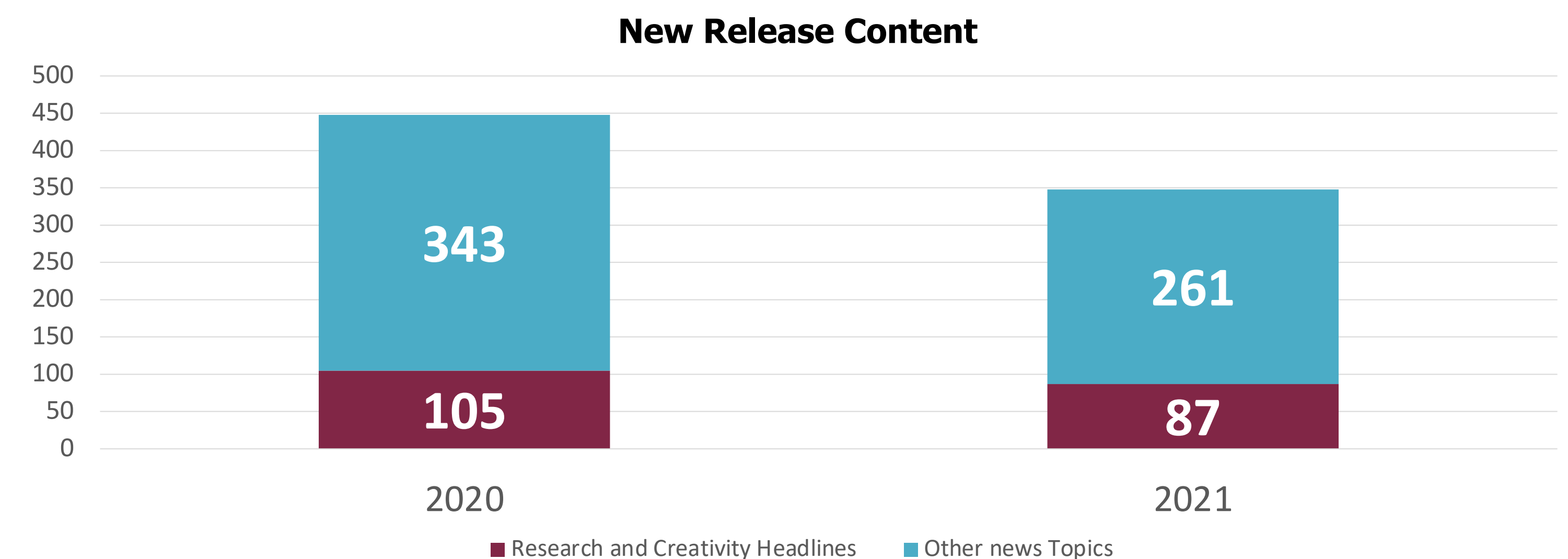
DIGITAL MARKETING AND WEBSITE ACQUISITION

Encompasses everything about NMSU's online presence. An essential strategic element of the marketing and communications strategy to reach and market to our target audiences through digital channels and devices, including the internet, mobile, email, and social media. It helps to build brand awareness, promote academic programs, reach prospective students, and tell NMSU's unique story.



RESEARCH AND CREATIVITY MEDIA COVERAGE

Elevating research and creative work by faculty and students. A focused effort that supports the strategic communication plan for Goal 2: Elevate Research and Creativity. News releases and social media campaigns highlight funded research projects in STEM and humanities disciplines, performances, exhibits, fellowships, symposiums and other topics. In 2020, 23.4% of all news releases highlighted research and creative work. In 2021, 25% of all news releases to date highlight these topics.



Recent Headlines



NMSU researchers team up to examine food supply chain instability amid pandemic



NMSU receives more than \$4 million in research funding from National Science Foundation

ACTION/TACTIC/COLLABORATIONS

- Collaborate with NMSU Admissions office with messaging for recruitment, geographic regions, and fine tune ad spend with critical deadlines.
- Utilize paid media Google AdWords, Display Retargeting, Social Media (Facebook, Instagram, SnapChat, YouTube)
- Incorporate content across all channels.

GOAL 1

Objective 1.1 Diversify, optimize, and increase system-wide enrollment by differentiating and targeting recruitment, marketing and pricing strategies

ACTION/TACTIC/COLLABORATIONS

- Collaborate with colleges and departments to identify and highlight faculty and student research and creative work
- Leverage media relationships to ensure frequent, regular placement of research stories
- Promote NMSU research news on social media platforms

GOAL 2

Objective 2.4.2 Develop a communications plan to amplify research, scholarship and creative activity outcomes beyond NMSU

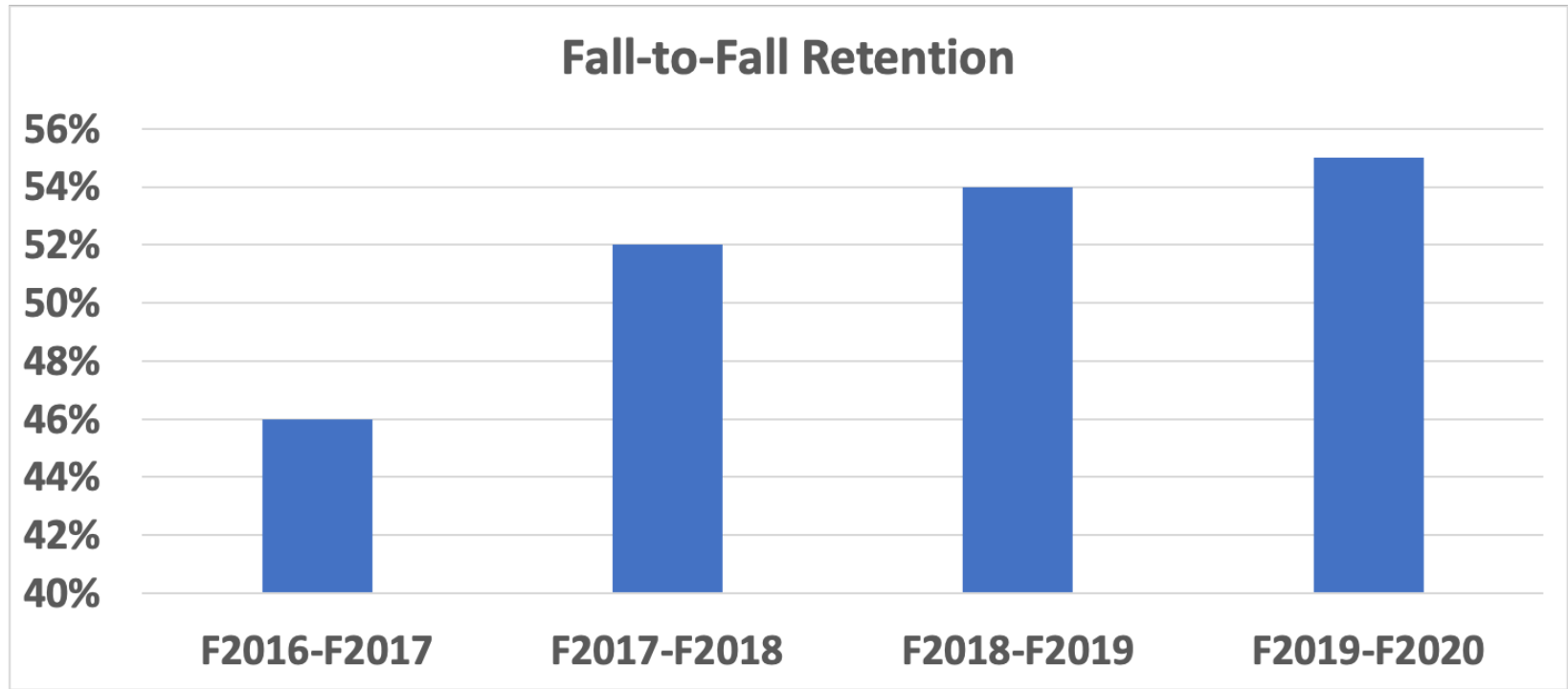
NMSU Alamogordo Campus

2021-2022 LEADS 2025 Strategic Initiatives

To Provide quality learning opportunities for individuals in the diverse communities we serve.

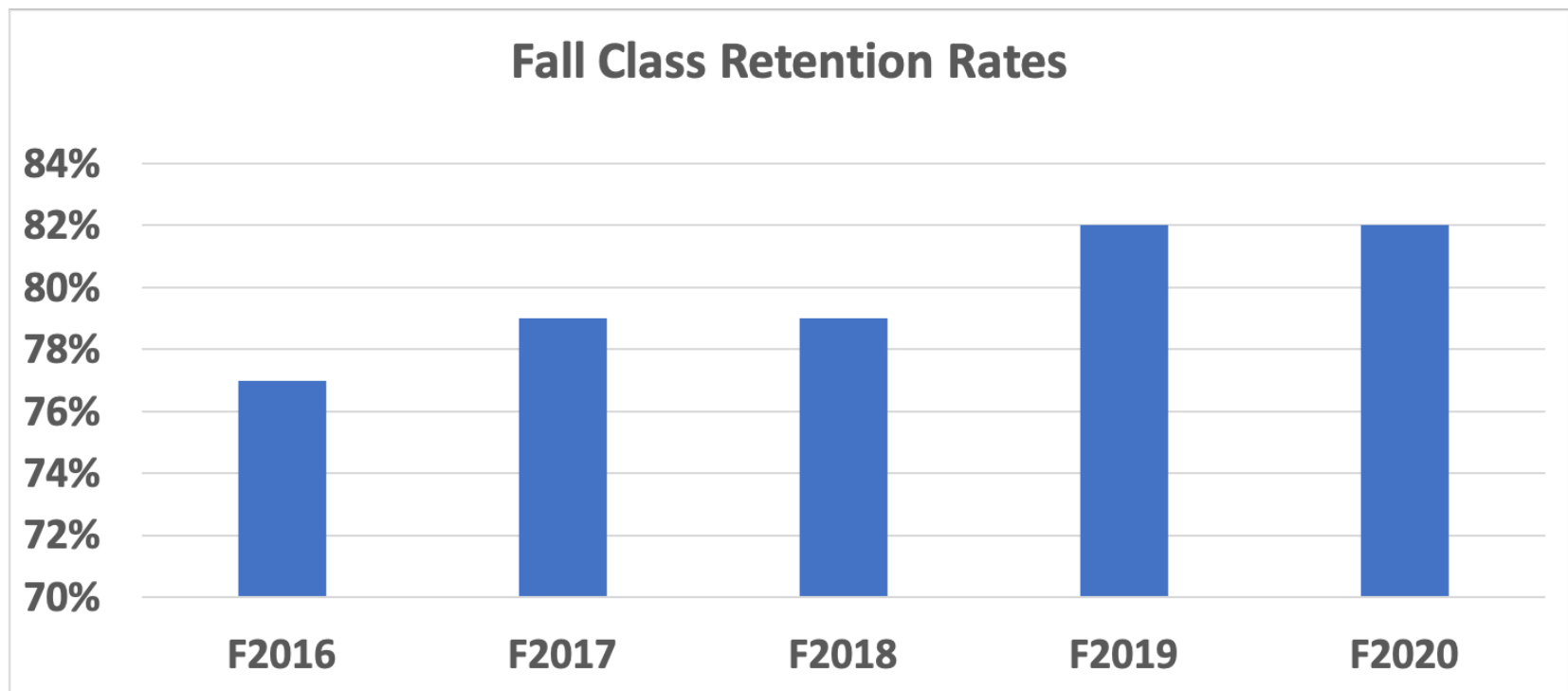
Increase Student Retention

KPI 04 – Attain a fall-to-fall retention rate of 58% for the first-time (IPEDS peer average).



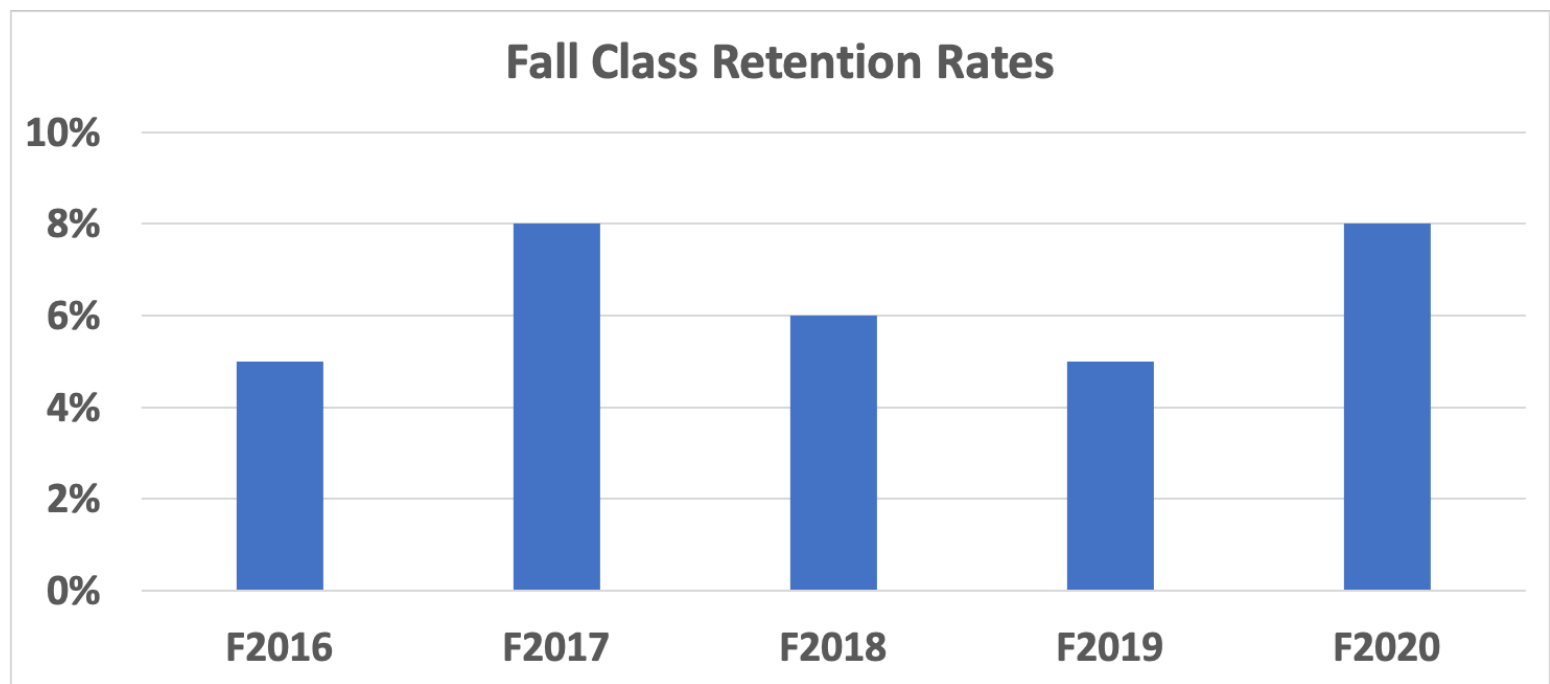
Enhance Student Success in Classes

KPI 06 – Increase NMSU-A class retention rates to 79%.



Increase Transfer Rates

KPI 10 – Attain transfer-out rates for part-time, first-time degree/certificate-seeking undergraduates within three years of 6% (NCCBP National Average).



ACTION

- Create a strong and meaningful program review process that adequately evaluates student enrollment and retention within each program.
- Continue to grow scholarship endowments the assist student financial needs.

ACTION

- Identify resources to improve student success by helping students assess how educational and career choices relate to their interests and abilities.
- Identify and improve institutional challenges identified in the latest Ruffalo Noel Levitz Student Satisfaction Surveys related to student success paying particular attention to minority student satisfaction.

ACTION

- Identify resources to improve student success by helping students assess how educational and career choices relate to their interests and abilities.
- Encourage bachelor degree seeking students to participate in the Aggie Pathway program to provide support for continued studies at NMSU.
- Track student success upon transfer. Identify areas that need improvement and celebrate successes.

GOAL 1

Objective 1.2, Increase student learning, retention and degree achievement.

- a. Develop advising practices that align with student learning objectives and promote student success.
- b. Incorporate comprehensive financial planning and counseling into curricular and co-curricular activities.

GOAL 1

Objective 1.2, Increase student learning, retention and degree achievement.

- d. Foster inclusivity, engagement, and access to academic experiences.
- e. Expand options for curricular delivery to include fully online programs, hybrid programs, and online courses.

GOAL 1

Objective 1.4, Strengthen career and educational pathways.

- b. Create system-wide advising programs.
- f. Foster an awareness of transferable degrees and career advancement.

NEW MEXICO STATE UNIVERSITY CARLSBAD

2021-2022 Strategic Initiatives in Support of LEADS 2025

The mission of NMSU Carlsbad is to provide students the resources necessary for them to fulfill their educational potential so that they may help meet the needs of their community as well-trained, well-educated, and productive citizens.

ACTION/TACTIC/COLLABORATIONS

Diversity of Faculty is a key priority. The current student population is 60% Hispanic but the representation in faculty rank is less than 10%.

- Increase attention to advertising
- Review Best Practices for hiring and retaining Hispanic faculty

METRIC # 1

The number of Hispanic faculty hired each year will be used to measure progress. The baseline target was 6% 2019-2020 with 2% annual increment.

Outcome for Tactic # 1

Hispanic faculty representation to reflect local and regional demographics

ACTION/TACTIC/COLLABORATIONS

Faculty and staff excellence through professional development.

- Provide in-house professional development
- Forum on professional development
- Professional development travel
- Utilize system educational benefits

METRIC # 2

Baseline in 2019-2020, faculty, 80%, staff 50%. Target of faculty, 2.5% annually and staff, 3%.

Outcome for Tactic # 2

Trained and effective workforce

ACTION/TACTIC/COLLABORATIONS

Partnerships with business and industry: fundraising

- Vocational Trades Center
- Student Scholarships
- Proposal for funds

METRIC # 3

The amount of funds raised toward \$4.0M target and the amount for scholarships for students

Outcome for Tactic # 3

Meet \$4.0M building target by spring 2023 through private donations.

Student Scholarship contribution
by Business & Industry

NMSU Grants Campus

2021-2022 Strategic Initiatives in support of LEADS 2025

NMSU Grants provides an accessible quality education through innovative teaching and learning that promotes respect and service for our diverse students and community.

ACTION/TACTIC #1

Develop degree and certificate programs that align with the workforce needs of the local community as well as promote transfer opportunities for students pursuing a Bachelor Degree.

METRIC #1

- ✓ Establish new certificate or degree programs that support workforce training or transfer.
- ✓ Engage in articulation agreements that promote transfer with other universities.
- ✓ Expand non-credit workforce training.

OUTCOME FOR TACTIC # 1

ENHANCE SOCIAL MOBILITY

The rate at which students transfer to a Bachelor Program or become employed will increase.



ACTION/TACTIC #2

Implement and scale-up proven student support mechanisms that partner with students to confront and overcome educational barriers.

METRIC # 2

- ✓ Centralize Tutoring Services and with all tutors certified by CRLA.
- ✓ Provide Laptop Loans to students at no cost
- ✓ Support and equip Outreach Centers in Tribal and Rural Communities
- ✓ Become and affiliate of the Aggie Cupboard

OUTCOME FOR TACTIC # 2

ENHANCE STUDENT SUCCESS

Increase the student persistence, retention, and completion rate for students attending NMSU Grants.



ACTION/TACTIC #3

Develop and leverage collaboration and entrepreneurial strategies in line with the college mission in order to increase enrollment and become more fiscally self-reliant.

METRIC # 3

- ✓ Engagement & Research activities with NMSU Faculty.
- ✓ Establish local advisory boards to promote programming at NMSU Grants
- ✓ Collaborate and partner with Tribal Communities to support Native American students

OUTCOME FOR TACTIC # 3

AMPLIFY EXTENSION & OUTREACH

Increase involvement from community partners for participation on advisory boards and collaboration for internship and research activities.



NMSU COVID-19 Response

2021-2022 Strategic Initiatives

Keep NMSU operations moving forward while adhering to the Public Health Orders, New Mexico Higher Education Department, and the CDC measures for reducing the transmission of the virus.

History: Pandemic Action Team PAT (formerly RRT)

The former Rapid Response Team now called the Pandemic Action Team lead by Vice Chancellor and Chief COVID-19 Officer Dr. Ruth Johnston was set in place in late April, 2020, when the realization that the pandemic was long term vs. short term to recommend strategic planning for safety while continuing the education of our students and our research activities.

History: Strategic Support Team SST

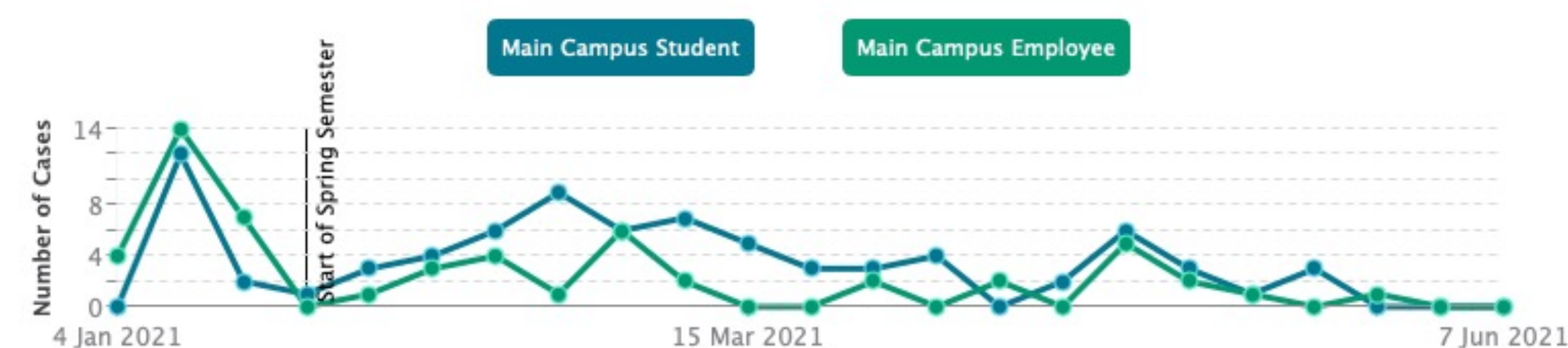
The Pandemic Action Team also had a sub-team for consolidation of the Pandemic Action Team recommendations call the Strategic Support Team comprised of 7 dedicated members who met and continue to meet 138 times to provide recommendations to COVID CART and the Executive Team for decision making.

Moving Forward

Continue the mission: Keep NMSU operations moving forward while adhering to the Public Health Orders, New Mexico Higher Education Department, and the CDC measures for reducing the transmission of the virus.

PAT

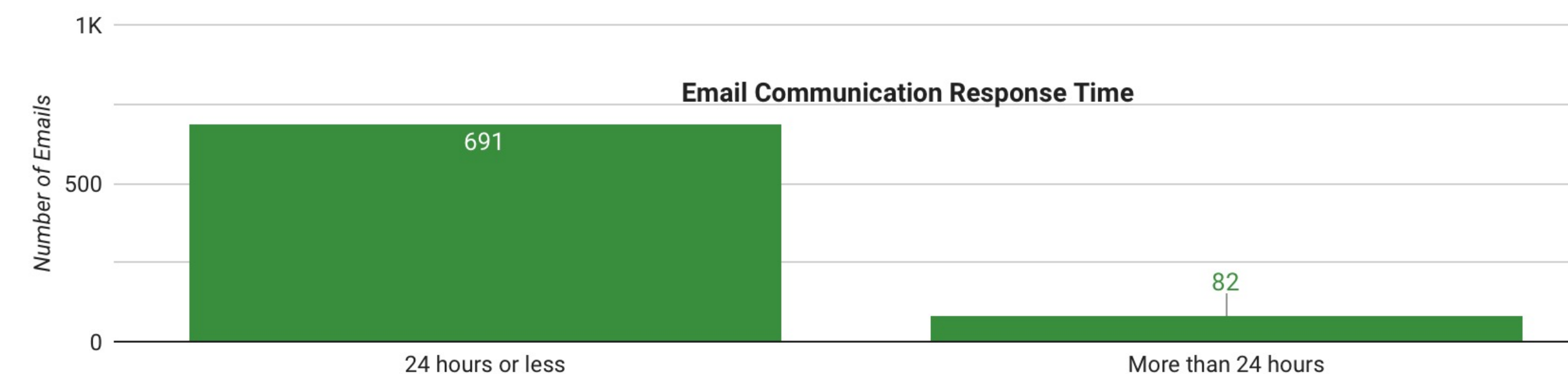
NMSU Reported Cases by Week – Spring 2021



PAT Outcomes

Created/enhance/procured robust Information and Communication Technologies to support the mission while working and continuing education remote. Provide recommendations through 28 sub tiger teams to keep positivity rate declining to maintain a 2.5% population positivity rate or less, to date, during the pandemic.

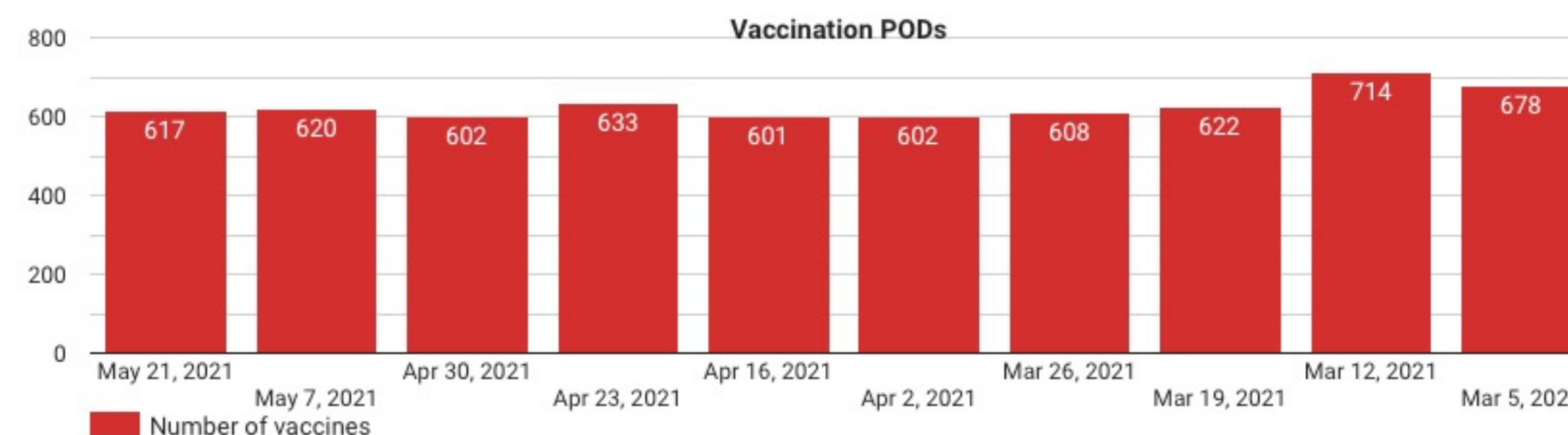
SST



SST Outcomes

Created the NMSU Ready website currently called NMSU NOW to document and provide a strategic plan addressing the needs and questions surrounding the pandemic. Creation of the covid19@nmsu.edu email to respond and triage all questions related to COVID system wide.

Partnerships



Outcomes Looking Forward 21/22

Continue all COVID support efforts to keep transmission reducing and return to a “more normal” lifestyle to complete the NMSU mission.