NMSU LEADS 2025
Strategic Planning Framework

Revised August 18, 2023

NM STATE

NMSU LEADS 2025

Mission

The mission of the New Mexico State University system is to serve the diverse needs of the state through comprehensive programs of education, research, extension and outreach, and public service. As the state's land-grant and space-grant university, and as a Hispanic-Serving Institution, NMSU fosters learning, inquiry, diversity and inclusion, social mobility, and service to the broader community.

Vision

By 2025, the NMSU system will excel in student success and social mobility for our diverse student populations, achieve the highest Carnegie research status (R1), and maintain our Carnegie Community Engagement classification.

Values: NMSU LEADS

Leadership: Promoting and creating the ability for Aggies to shape the future

Excellence: Providing the highest level of education, research, outreach, and service

Access: Welcoming diverse populations to higher education and to the NMSU community

Diversity & Inclusion: Embracing our differences as an asset and actively seeking to include wide-ranging perspectives

Student-Centered: Supporting the education of our students through every aspect of our university, every day

These values are encapsulated as: BE BOLD. Shape the Future.®

GOAL 1. ENHANCE STUDENT SUCCESS & SOCIAL MOBILITY

Be a recognized leader in advancing student outcomes and career success Student success across the NMSU system is driven by a commitment to learning, degree completion, and career attainment enriched by our research and outreach enterprise. Our students are served by our culture of inclusivity and educational delivery that meets student needs and includes online and hands-on learning. Recognizing the diverse backgrounds of students across the system, NMSU provides a supportive environment for students to become a part of, and contribute to, the campus community, the state, the country, and the world.

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

1.1.1	Charter an enrollment management committee tasked with increasing underrepresented minorities, branch campus transfers, direct from HS, out-of-state, Mexican international, nontraditional, veterans and enlisted service member undergraduates, and professional masters students.
1.1.2	Hire two admission advisors in Mexico.
1.1.3	Market to students known to NMSU with mechanisms such as proactive acceptance letters.
1.1.4	Develop NMSU-O targeted marketing campaigns for particular market segments.
1.1.5	Implement differential program tuition.
1.1.6	Optimize out-of-state pricing and discounting to expand the market.
1.1.7	Implement Terra Dotta Admissions software to support undergraduate and graduate international enrollment.
1.1.8	Implement a phone tree software system to enhance responsiveness to student inquires for enrollment services units.
1.1.9	Develop a transition program for transfer students particularly with a focus on supporting BIS and BAS options particularly to support working adults and prospective students needing flexibility.

Objective 1.2 - Optimize academic program offerings, focusing on demand, quality and outcomes.

1.2.1	Eliminate inactive courses.
1.2.2	Meet gen ed and major course demand by predicting need, central scheduling and unnecessary elective reduction.
1.2.3	Improve course sequencing and publish degree roadmaps.
1.2.4	Create a one-year schedule option for students.
1.2.5	Capitalize on Gray data to tune program offerings.
1.2.6	Implement annual program review assessing demand, competition, economics, quality and outcomes.

Objective 1.3 - Enhance student learning, retention and degree attainment, and close achievement gaps.

1.3.1   Develop a first year program for first year students who are commuters and do not live on campus.

1.3.2   Implement an attendance tracking process to ensure attendance prior to awarding financial aid.

1.3.3   Create a first-generation student mentoring program.

1.3.4   Develop an "early start" summer program to assist direct from high school students who have been remote due to the pandemic successfully transition to college.

1.3.5   Require first-year students to live on-campus, explore development of second year residential programming.

1.3.6   Create intervention program for students on satisfactory academic progress watch.

1.3.7   Have undergraduate students develop an individualized academic plan in Navigate.

Objective 1.4 - Through engagement in high impact practices, enhance student life climate, health and wellness, and professional development leading to improved academic and career outcomes.

1.4.1   Explore requiring internships for all students prior to graduation.

1.4.2   Explore the development of "strengths finder" program on campus.

1.4.3   Train professional advising staff on new career exploration (Super Strong) and how to work with students on career planning.

1.4.4   Increase the # of scholarships available for students wishing to study abroad.

1.4.5   Explore the deployment of a student 1 to 1 technology program.

1.4.6   Increase student participation in campus activities, events, and programs.

1.4.7   Conduct a student diversity, equity, and inclusion climate survey.

1.4.8   Develop a veteran mentoring program.

1.4.9   Expand University Recreation Programming to promote student, staff, and faculty health and wellness (pickleball courts; outdoor fitness park; locker room refresh, outdoor shower).

1.4.10   Develop a student stress and anxiety management program.

GOAL 1 KPIs

1. Enrollment
2. Student Success (persistence, retention, graduation rate, achievement gap, placement rate)

LEADS 2025 Key Metrics

1. Student majors
2. Student credit hours (SCH)
3. Retention rate
4. 4- & 6-year graduation rate
5. Achievement gap
6. Placement rate
7. SCH per tenure faculty

GOAL 2. ELEVATE RESEARCH & CREATIVITY

Attain Carnegie R1 research ranking by 2025. NMSU recognizes that all disciplines advance research, scholarship and creative activity, and along with the assets of the state of New Mexico, create a strong foundation for teaching, learning, education, training, innovation, and economic development.

Objective 2.1 - Facilitate the convergence of research and creative activity to address local and global challenges, integrating undergraduate and graduate education.

2.1.1	Align research strengths across all academic units to create integrated research centers supported with strategic investment and interdisciplinary hires.
2.1.2	Facilitate formation and continuation of interdisciplinary collaborations, inclusive of data and information science as well as creative or non-STEM disciplines.
2.1.3	Develop interdisciplinary academic degrees aligned with research capabilities in emerging areas.
2.1.4	Create competitive faculty startup packages that are based on data indicating what supports faculty success.
2.1.5	Identify and build strategic public–private partnerships that allow for intellectual property exchange while providing opportunities for student research.
2.1.6	Enrich and expand corporate, industrial, and government relationships to advance research, scholarship and creative activity.

Objective 2.2 - Intentionally grow humanities, social sciences and creative arts to achieve comprehensive excellence in research and creative activity.

2.2.1	Increase the number of humanities, social sciences and arts doctoral programs and graduate enrollment within these programs.
2.2.2	Plan, develop and support a creative campus.
2.2.3	Encourage and support faculty and students to engage in funded creative activities.
2.2.4	Recognize and/or reward faculty, graduate and undergraduate students who engage in scholarship and creative activity.
2.2.5	Leverage existing and create new public–private partnerships that elevate the humanities, social sciences and arts.

Objective 2.3 - Amplify impact of research findings by addressing local needs that align with global challenges.

2.3.1	Develop sustainable research programs in energy, food and agriculture, and water to serve as drivers for economic development throughout New Mexico.
2.3.2	Leverage NMSU's land- and space-grant missions to initiate a space sustainability academic and research program by integrating NMSU's commercial space and sustainability efforts.
2.3.3	Promote research, scholarship and creative activity in cross US-Mexico border studies.
2.3.4	Expand research impact by leveraging research infrastructure, faculty, and staff of entities such as Physical Science Laboratory, Experiment Stations, observatories, museums and herbariums.
2.3.5	Organize and support interdisciplinary teams to increase competitiveness for large research grants, e.g. institutional and infrastructure.
2.3.6	Promote and reward entrepreneurial activities supporting NMSU innovation.

Objective 2.4 - Amplify impact of research on society and the economy and promote international collaboration by accelerating technology and knowledge transfer.

2.4.1   Reward faculty and staff engagement in creation of IP and technology transfer through financial incentives such as intellectual property revenue sharing, new equipment, facility enhancements, and legal support.

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

2.4.3   Grow research, scholarship and creative activity through international collaborations.

2.4.4   Build long-term strategic partnerships and relationships that support public impact research and programming.

2.4.5   Seek opportunities for research to collaborate with the Cooperative Extension Service, engineering extension and outreach, STEM Outreach Center, and other outreach programs and monitor for opportunities of technology transfer.

GOAL 1 KPIs

1. Research and development expenditures
2. Carnegie R1 index

LEADS 2025 Key Metrics

1. STEM R&D expenditures
2. Non-STEM R&D expenditures
3. Post-docs & research staff with PhDs
4. Humanities & social science PhDs awarded
5. STEM & other PhDs awarded
6. Research expenditures per tenure faculty

GOAL 3. AMPLIFY OUTREACH & EXTENSION

Be a recognized leader in economic and community development. NMSU outreach extends knowledge beyond the university, drives integration of activities, directly and indirectly, and supports student learning, experiences, and success. Our outreach activities include research, connections with communities and families, multigenerational engagement, economic development and entrepreneurship, and collaborative efforts with industry, corporations, and government entities.

Objective 3.1 - Effectively capture, quantify and report outreach and extension activities and impact.

3.1.1	Develop common metrics and fully capture outreach and extension in the Digital Measures system.
3.1.2	Provide online outreach and extension impact training modules.

Objective 3.2 - Disseminate outreach and extension to align and enable greater capacity.

3.2.1	Engage deans, department heads, and community colleges in increasing outreach and extension capacity.
3.2.2	Effectively utilize website and communication channels to promote research, outreach and extension.
3.2.3	Develop and implement outreach and extension data refresh methods and procedures.
3.2.4	Advance social mobility through PK-20 outreach, STEM programs, professional development and lifelong learning.

Objective 3.3 - Align and leverage Arrowhead Center, Athletics and Foundation in outreach, extension and economic development.

3.3.1	Develop and implement strategies to connect Extension network to colleges and units.
3.3.2	Conduct an annual outreach conference, engaging regional businesses, innovators and incubators.
3.3.3	Leverage the humanities, social sciences, arts and athletics in outreach, extension and economic development.
3.3.4	Provide incentives and rewards for outreach, extension and economic development.
3.3.5	Engage with the NMSU Foundation, Athletics and Arrowhead Center in cultivating alumni, friends, corporations and foundations.

Objective 3.4 - Establish a Holistic Corporate Engagement System and Network.

3.4.1	Develop a cascading Corporate Engagement Framework throughout the NMSU system.
3.4.2	Baseline the Report of Actuals and establish corporate engagement financial goals.
3.4.3	Develop a Strategic Partnership Matrix.
3.4.4	Develop a Transformational Partnership Task Force.
3.4.5	Identify three-year financial metrics and targets based on strategic intent.

GOAL 3 KPIs

1. Outreach & Extension Expenditures
2. Outreach Impact Index

LEADS 2025 Key Metrics
1. Outreach & extension expenditures
2. Outreach awards & gifts
3. Publications, events & media releases
4. Contacts & community service

GOAL 4. BUILD A ROBUST UNIVERSITY SYSTEM

Be a recognized as a high performing, diverse, minority-serving, land-grant and space-grant institution NMSU seeks to improve the University System, across the board, for faculty, staff, students, alumni, donors, stakeholders, and prospective students and their families. Cooperation throughout the NMSU system will be exemplary for university systems across the nation through efficient, effective, and empowering operations that align with our strategic goals.

Objective 4.1 - Advance equity, inclusion and diversity and effectively support students, faculty and staff.

4.1.1	Establish an Office of Equity, Inclusion and Diversity.
4.1.2	Attract, support and retain diverse faculty and staff.
4.1.3	Adopt best practices of minority-serving and Hispanic-serving institutions.
4.1.4	Enhance relationships with student, faculty and staff organizations, and improve capacity to address issues and advance trust and respect

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

4.2.1	Realign resources with strategic priorities.
4.2.2	Align administrative unit efficiency with national benchmarks (ABC/Helio study).
4.2.3	Quantify operational excellence (ABC/Helio satisfaction survey).
4.2.4	Enhance employee satisfaction (Modern Think survey).
4.2.5	Optimize academic and administrative organization structures.
4.2.6	Evaluate and benchmark faculty and staff compensation structures.

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

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.
4.3.3	Maximize enterprise solutions, including SaaS and cloud opportunities.
4.3.4	Streamline and improve processes, including cycle time reduction, and align policies.
4.3.5	Assess and transform space utilization in concert with emerging needs and best post-covid practices.
4.3.6	Assess and transform NMSU work processes to align with post-covid world.
4.3.7	Build understanding of NMSU fee structures consistent with NMSU LEADS 2025.

GOAL 4 KPIs

1. Market-based compensation
2. Employee satisfaction
3. Administrative efficiency
4. Service level

LEADS 2025 Key Metrics

1. Market-based compensation
2. Employee satisfaction
3. Administrative efficiency
4. Service level

GOAL 5. Build an Online Global Campus

NMSU Global will be the online leader in New Mexico, creating an equal opportunity for every person to learn, regardless of their location, with a quality degree program, certification, or micro-credential. Developing the foundation and structure of the Global Campus in collaboration with the NMSU system will provide flexible, affordable, online education across New Mexico and beyond, competing against encroaching Mega Universities to keep more tuition dollars within the state of New Mexico, resulting in financial sustainability to foster continued growth in key strategic areas within the system.

Objective 5.1 - Provide access to quality higher education programs regardless of location.

Objective 5.2 - Scale enrollment growth across our state and beyond.

Objective 5.3 - Establish an educated workforce throughout New Mexico and beyond.

Objective 5.4 - Produce financial sustainability for NMSU system.

Goal 5 KPIs

1. Student Success Outcomes
2. Faculty Support and Success
3. Operational Capacity and Excellence
4. Innovative Solutions
5. Sustainable Growth

LEADS 2025 Key Metrics

1. Sense of Belonging, Student Persistence and Retention, Academic Advising, Mentoring, Career Services
2. First Year Experience
3. Faculty Support and Success
4. Operational Capacity and Excellence
5. Sustainable Growth

GOAL 6. Build, Elevate, and Strengthen Sustainable Systemwide Equity, Inclusion and Diversity Practices.

New Mexico State University (NMSU) aims to advance Equity, Inclusion, and Diversity (EID) across the NMSU system as a foundation for institutional excellence. Establishing a foundation and scaling a sustainable structure will promote shared responsibility and draw on the assets NMSU students bring to the institution. The commitment to Equity, Inclusion, and Diversity of and for students, faculty, and staff has a positive impact on retention and graduation, teaching, service, research, and Extension.

Objective 6.1 - Embed equity, inclusion, diversity, and intersectionality into the university system.

6.1.1	Augment employee participation in already existing educational opportunities.
6.1.2	Increase opportunities for faculty to learn how to develop culturally responsive curriculum and pedagogical practices.
6.1.3	Create an EID Certificate Program.
6.1.4	Create database to track EID professional development, systemwide.
6.1.5	Implement a Systemwide Language Access Plan.
6.1.6	Identify EID directors (or liaisons) at each university college and community colleges.
6.1.7	Create EID review processes for vendor requests (including search firms), job descriptions, etc. to ensure alignment with the EID goal.
6.1.8	Recommend to researchers submitting HSI/MSI grant proposals, or other grants seeking EID-related information, to be reviewed by the EID office (or related subcommittee) for support to strengthen the grant proposal.
6.1.9	Identify EID-related outcomes and assessment processes in all programs, systemwide.

Objective 6.2 - Increase representation and retention of underrepresented minoritized and marginalized faculty, staff, and administrators.

6.2.1	Incorporate evidenced-based practices to improve search and hiring processes in alignment with the AAP (which is federally mandated) and practices.
6.2.2	Job descriptions that reflect the student population, to align with NMSU's land-grant, HSI/MSI missions, to enhance a qualified diverse applicant base at all levels.
6.2.3	Enhance search committee training to include: implicit bias training, compliance-related policy, and activation of committee members' professional networks to broadly promote NMSU and the position.
6.2.4	Develop Equity Advisors Program to consult on search committees.
6.2.5	Track and analyze ongoing data to identify improvement in hiring underrepresented minoritized employees.

Objective 6.3 - Increase sense of belonging for underrepresented minoritized and marginalized students.

6.3.1   Increase representation of Native Students at the undergraduate and graduate levels.
6.3.2   Increase representation of Hispanic/Latinx/e students at the graduate level.
6.3.3   Identify support mechanisms for students who do not qualify for federal funding.
6.3.4   Measure and share impact of programs addressing minoritized and marginalized students to identify gaps and establish baselines for future assessment.
6.3.4   Increase intersectional programming.
6.3.5   Establish an Asian Pacific Islander Program.
6.3.6   Establish baseline for sense of belonging for underrepresented minoritized and marginalized students. *(see also Objective 6.5.)*
6.3.7   Acquire Seal of Excelencia

Objective 6.4 - Advance evaluation processes that ensure accountability and acknowledgement for the implementation of EID practices.

6.4.1   Office of EID and Human Resource Services lead professional development for employees and supervisors' evaluation of implementation of EID practices.
6.4.2   EID Directors lead professional development for faculty and department heads on implementation and evaluation of EID practices in the areas of research, teaching and service.

Objective 6.5 - Cultivate a culture of respect that fosters a thriving inclusive community.

6.5.1   Climate survey for staff and faculty to establish baseline.
6.5.2   Climate survey for students to establish baseline.
6.5.3   Analyze and share results of climate surveys to ensure accountability.
6.5.4   Climate Action Team (CAT) team to work with Diversity Council on addressing gaps and issues identified by climate surveys.
6.5.5   Create Guiding Principles of Community for the NMSU system.
6.5.6   Consider creation of language immersion programs.

GOAL 6 KPIs

1. Develop EID-related workshops and training
2. Increase underrepresented faculty
3. Native and Hispanic/Latinx student recruitment and retention
4. Climate survey

LEADS 2025 Key Metrics

1. EID-related workshops and participation
2. Use of search committee underutilization tools and tracking
3. Strategic plan for recruitment and retention of Native and Hispanic/Latinx students
4. Climate survey results