

# **NMSU LEADS 2025**

## **Strategic Planning Framework**

Revised April 8, 2021



## 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, non-traditional, 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 inquiries 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 student participation in University Recreation programs, facilities, and activities. (add pickleball courts \$140,000; locker room upgrade, outdoor shower for pool area....)
- 1.4.10 Develop a student stress and anxiety management program
- 1.4.11 Expand outdoor recreation participation through providing an outdoor fitness area and pickleball courts near the Activity Center

**GOAL 1 KPI's**

- 1. Enrollment
- 2. Completion (persistence, retention, graduation rate, degrees awarded, average time)
- 3. Net Price
- 4. Social mobility index (such as CollegeNet)

**Metrics**

- 1. Student Headcount
- 2. Student Credit Hours
- 3. Net Price
- 4. Retention Rate
- 5. 4 & 6 Yr Graduation Rate
- 6. Net Tuition Revenue
- 7. Achievement Gap

## 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, eg 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 KPI's**

- 5. Science & Engineering research and development expenditures
- 6. Non-Science & Engineering research and development expenditures

**Metrics**

- 1. Research Expenditures
- 2. Non-Science & Engineering Research & Development Expenditures
- 3. Post-Doctoral and Research Staff with PhD
- 4. Humanities and Social Science Doctorates
- 5. New Grants > \$1M

## 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 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 KPI's**

7. Outreach

## **Metrics**

1. Outreach & Extension Expenditures
2. Grants & Contracts Awarded
3. Impact Index-Business, Communities, Individuals
4. Outreach Publications & Media Releases
5. Resource Development (alumni engagement, dollars raised, increase endowments and scholarships)



## 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** Nimble 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 teaching, learning, research and work processes to align with post-covid world
- 4.3.7 Evaluate all parts of our budget in terms of importance, efficiency, effectiveness, and consistency to include fees and student fees

## **GOAL 4 KPI's**

8. Personal Assets (satisfaction, compensation, productivity, excellence)
9. Resource development (alumni engagement, dollars raised, increase in endowment, campaign metrics)
10. Budget alignment and productivity

## **Metrics**

1. Market Based Compensation
2. Employee Satisfaction
3. Administrative Efficiency
4. Service Level