



NMSU LEADS 2025

STRATEGIC PLANNING FRAMEWORK



BE BOLD. Shape the Future
New Mexico State University

Revised May 10, 2019

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

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

Actions

- a. Create targeted enrollment initiatives to increase recruitment from high school
- b. Develop a comprehensive marketing and communications plan that emphasizes degree opportunities across the system and align communication plans across the system to foster common messaging and branding
- c. Leverage system-wide outreach programs (e.g. 4-H, STEM programs, athletics, entrepreneurship) as recruitment opportunities
- d. Create a recruitment network (e.g. high schools, military installations, outreach programs)
- e. Formalize, expand and market Aggie Pathways for seamless transfer to the university campus
- f. Develop marketing strategies that target diverse student segments such as transfer, military, returning students, and individuals enrolling with educational gaps
- g. Adopt holistic recruitment programs that address the needs of a diverse student population, foster inclusion and diversity, engage families, and leverage our vast alumni network
- h. Create and promote robust online learning programs (fully online degrees, blended programs, online courses, support services)
- i. Leverage our programs and networks (e.g. student organizations, alumni, and non-profit partners) to increase national and international enrollment
- j. Collaborate on interdisciplinary academic programs in emerging disciplines
- k. Align human, financial, and physical resources to support student success across the system

Objective 1.2 Increase student learning, retention, and degree attainment

Actions

- a. Develop system-wide 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
- c. Incorporate Aggie identity into system-wide support infrastructures such as tutoring, mental-health counseling, healthcare, financial counseling, ethnic programs
- d. Foster inclusivity, engagement, and access to academic and co-curricular experiences

- e. Expand options for curricular delivery to include fully online programs, blended programs, and online courses
- f. Provide training to students, faculty, and staff to create classroom and university environments that promote inclusion and recognize the strength in diversity
- g. Close the achievement gap

Objective 1.3 Develop a culture of “Aggie Life” reflected by high student engagement through participation and learning in co-curricular experiences

Actions

- a. Encourage involvement in system-wide co-curricular activities such as athletics, student organizations, fine arts, community outreach, Pride Band, intramurals, and ROTC
- b. Develop robust experiential learning, service-learning, and research experiences that engage students and contribute to the development of essential skills
- c. Engage university faculty and staff in Aggie Life experiences

Objective 1.4 Strengthen Career Pathways through service-learning, experiential learning and research engagement.

Actions

- a. Enhance system-wide internship, co-op, and externship opportunities to meet employment and workforce needs
- b. Create system-wide career advising programs with shared objectives
- c. Develop a strategic relationship with New Mexico Workforce Solutions to expand student awareness of New Mexico employment opportunities
- d. Collaborate with business and industry partnerships to expand career opportunities for international students within and external to the U.S.
- e. Develop alumni and corporate relationships for student mentoring and job placement
- f. Foster awareness of post-graduate opportunities for career advancement

Objective 1.5 Elevate graduate education

Actions

- a. Develop a communications plan that emphasizes strong graduate programs as central to the growth and impact of research, scholarship and creative activity
- b. Cultivate new and increase existing resources to support graduate students
- c. Align use of graduate assistantships with the teaching and research mission
- d. Invest research indirect cost (IDC) to develop and apply incentives to grow graduate enrollment
- e. Foster and support graduate student enrollment in social sciences, humanities and creative arts
- f. Promote professional master's degrees as value-added credentials for career advancement

Objective 1.6 Offer a portfolio of engaging, relevant, and accessible academic programs that are tightly integrated with efforts related to research, service, and outreach. Elevate graduate education

Actions

- a. For all degree programs, create and publish learning objectives and assessment plans.
- b. Revise Vision for the Baccalaureate Experience to align with New Mexico General Education Essential Skills.
- c. Ensure that all academic programs have published degree plans that include pre-requisites and that are easily navigated.
- d. Support efforts to improve student learning through robust professional development.

Goal 1 KPIs

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

Leading Indicators

For each level, demographic, market segment, and discipline:

- Upstream enrollment indicators
- Recognized leader in serving diverse students and eliminating achievement gaps
- Scholarships and financial aid awarded
- Midterm grades
- Student satisfaction metrics

- Student participation in and use of NMSU non-academic programs and services
- Student participation in career fairs
- Satisfaction survey with advising
- Outcomes (career advancement*, employment rate*, salary*, graduate school*)
- Alumni and industry partner participation in career mentoring

*6 months, 2 years, 5 years post-graduation

GOAL 2. ELEVATE RESEARCH & CREATIVITY

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, integrated with undergraduate and graduate student education

Actions

- a. Align research strengths across all academic units to create integrated research centers supported with strategic investment and interdisciplinary hires
- b. Enhance interdisciplinary collaboration, especially inclusive of creative and non-STEM disciplines
- c. Develop interdisciplinary academic degrees aligned with research capabilities in emerging areas
- d. Promote and reward entrepreneurial initiatives
- e. Increase funded graduate assistants
- f. Create competitive faculty startup packages
- g. Build strategic public–private partnerships (e.g., industry, national labs), with opportunities to integrate graduate student research
- h. Enrich and expand corporate, industrial, and government relationships to advance research and creative activity

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

Actions

- a. Increase number of doctoral degree programs and graduates in the humanities, social sciences and arts
- b. Support infrastructure needs of humanities, social sciences and creative arts
- c. Build and support a creative campus
- d. 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

Actions

- a. Develop sustainable research programs in energy, food and agriculture, and water to serve as drivers for economic development throughout New Mexico

- b. Foster interdisciplinary research agendas that explore the integration of data and information technologies with diverse disciplines
- c. 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
- d. Conduct research that improves borderland health with a focus on health disparities
- e. Build interdisciplinary teams to increase competitiveness for large biomedical research grants
- f. Expand research by leveraging NMSU's unique physical assets such as Physical Science Laboratory, Agricultural Experiment Stations, Apache Point Observatory, and Sunspot Solar Observatory
- g. Incentivize faculty and staff participation in creation of intellectual property

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

Actions

- a. Reward faculty and staff engagement in technology transfer through financial incentives such as intellectual property revenue sharing, new equipment, facility enhancements, and legal support
- b. Develop a communications plan to amplify research outcomes beyond NMSU
- c. Create an environment supportive of interdisciplinary and cross-border collaborations
- d. Provide opportunities for educators to engage in international activities
- e. Build long-term strategic partnerships and relationships
- f. Promote Cooperative Extension Service, engineering extension and outreach, STEM Outreach Center, and other outreach programs as opportunities for technology transfer

Goal 2 KPIs

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

Leading Indicators

For each discipline, venue, industry, benefactor or agency:

- Visibility and impact – scholarly, educational, behavioral, health, societal, governmental, political, resource, economic, cultural consumer
- Marketing methodologies and expenditures
- Increase in number of proposal submissions
- Faculty startup expenditures
- Quality of research facilities
- Journal submissions
- New collaborations and partnerships
- Invention disclosures
- External matching funds
- Graduate students supported by external funds
- Graduate enrollment (total)*
- Graduate enrollment (full-time)*
- Graduate enrollment (part-time)*

- Master’s degrees conferred*
- Master’s, doctoral-professional practice, and doctoral-other degrees conferred in Arts & Sciences*
- Master’s, doctoral-professional practice, and doctoral-other degrees conferred in professional fields*
- Doctoral degrees – other*
- Doctoral degrees – professional practice*
- Doctoral degrees – research and scholarship*
- Humanities research and scholarship doctoral degrees*
- Social science research and scholarship doctoral degrees*
- STEM research and scholarship doctoral degrees*
- Number of research and scholarship doctoral degrees conferred in professional fields*

*Data used by Carnegie Classification

GOAL 3. AMPLIFY EXTENSION AND OUTREACH

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 Be a leader in place-based innovation and in economic and community development

Actions

- a. Capitalize on system-wide strengths to develop strategic, collaborative partnerships
- b. Build sector-specific collaborative initiatives with businesses, national laboratories, communities and economic development organizations
- c. Develop investment partners for technology and business start-ups
- d. Partner with innovation centers and business incubators across the state
- e. Network and market NMSU systemwide economic development and entrepreneurial programs such as Arrowhead Center, especially to New Mexico communities
- f. Promote funding opportunities to startup community (e.g. Small Business Innovation Research, Small Business Technology Transfer, National Science Foundation I-Corps, and Arrowhead Innovation Fund)
- g. Develop investment partners with Angel Investors and Venture Capitalists around the globe

Objective 3.2 Develop and implement innovative and culturally responsive PK-20 outreach, professional development, and continuing education programs that support social mobility

Actions

- a. Network and market NMSU systemwide outreach programs
- b. Establish shared vision and common metrics for outreach programs across the system
- c. Increase engagement of multigenerational students in continuing education and professional development to promote lifelong learning
- d. Develop PK-20 professional development for teachers to enhance educational learning outcomes statewide

Objective 3.3 Improve PK-20 Science, Technology, Engineering and Math (STEM) education

Actions

- a. Establish pilot STEM community labs in New Mexico communities
- b. Develop a network of STEM educators that bridge higher education and public education
- c. Lead a coalition of New Mexico higher education institutions dedicated to the improvement of PK-20 STEM education as a statewide system, including advocacy efforts
- d. Enhance curricula on interdisciplinary aspects of STEM and STEM-based skills (e.g. exploring the role of STEM within society and other disciplines)
- e. Develop statewide resources for best practices
- f. Lead a coalition of New Mexico higher education institutions in providing comprehensive professional development for teachers across various learning modalities
- g. Create seamless pathways from PK-12 to higher education
- h. Increase engagement of underrepresented populations in STEM education
- i. Increase the number of STEM-skilled individuals entering the workforce

Objective 3.4 Strengthen and elevate public–private engagement

Actions

- a. Inventory university assets and corporate needs and interests, and compile a living document of current and proposed partnerships across the NMSU system
- b. Elevate core strategic partnerships to Chancellor and President to leverage across the system
- c. Develop an integrated process for private sector engagement, including the NMSU Foundation, to support and grow public–private partnerships
- d. Enhance culture of private sector engagement at NMSU
- e. Create list of NMSU research and innovations aligned with private sector technology needs
- f. Establish an incentive system within NMSU for research, Extension, and outreach that leverages private sector relationships
- g. Promote NMSU strengths to current and prospective private sector partners
- h. Develop a marketing campaign to promote NMSU as a resource for ground-breaking research, development of emerging technologies, and qualified students from diverse backgrounds
- i. Leverage NMSU alumni and private sector networks to develop and strengthen core strategic partnerships and individual relationships

Objective 3.5 Amplify Cooperative Extension and outreach programs and services to increase support for businesses, individuals, and communities

Actions

- a. Leverage Cooperative Extension Service programs and facilities to benefit economic development and community outreach

- b. Increase engineering extension and outreach programs to support and accelerate technology transfer and economic development
- c. Leverage other system-wide programs to expand economic development and outreach
- d. Promote College of Education outreach programs as best practices for STEM education, and Next Generation Science Standards alignment
- e. Leverage the humanities, social sciences and arts to amplify extension and outreach.

Goal 3 KPIs

7. Outreach and extension expenditures

Leading Indicators

For each discipline, venue, industry, benefactor or agency:

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| <ul style="list-style-type: none"> • Jobs created • Investment and funding • Youth, students, and constituents engaged • Student, faculty and staff service to communities • Businesses, individuals, or communities assisted | <ul style="list-style-type: none"> • Business startups • Number of products developed or improved • National, regional, local partnerships • International engagements • Alignment of Extension and outreach programs and services with strategic goals |
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GOAL 4. BUILD A ROBUST UNIVERSITY SYSTEM

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 Be a recognized leader in valuing the inclusion of diverse participants and in recognizing diversity as an asset among minority-serving, land-grant, and space-grant institutions

Actions

- a. Establish an Office of Diversity and Inclusion
- b. Collect information on institutional practices that support or constrain the success of stakeholders and design interventions to address problematic practices
- c. Ensure staff and faculty reflect New Mexico demographics and provide processes for diversity hiring practices
- d. Engage with other minority-serving institutions and adopt best practices
- e. Partner with students and student organizations to address issues of diversity and inclusion
- f. Work with leadership programs to develop and sustain capacity for addressing diversity and inclusion issues
- g. Develop capacity to understand and address issues of inclusion and diversity at all levels of the NMSU system
- h. Promote continuous improvement in communication and management skills
- i. Define and prioritize problems, determine information needs, develop and deliver training

Objective 4.2 Cultivate faculty and staff excellence

Actions

- a. Evaluate current compensation policies to ensure fair-market value for faculty and staff
- b. Develop performance evaluation processes that align, engage, empower, and reward contributions to NMSU systemwide strategic goals
- c. Develop robust network for cross-disciplinary faculty and staff engagement
- d. Support faculty and staff through professional development and programs that support their financial, mental, and physical well-being
- e. Develop professional development programs that foster academic and professional excellence and diversity
- f. Leverage and support shared-governance to advance systemwide mission and vision

Objective 4.3 Establish operational excellence through a metric-driven, service-oriented approach

Actions

- a. Develop metric-driven decision-making processes that drive operational efficiencies
- b. Incentivize metric-driven unit performance
- c. Develop and align human resource policies to support recruitment and retention of faculty and staff
- d. Provide system-wide technology solutions that are flexible, responsive, and secure
- e. Share software systems for operational and administrative services across NMSU
- f. Value and promote customer service and continuous improvement and establish professional development and management training programs where and as needed
- g. Ensure support system to enable employees to meet their individual, unit, and enterprise goals
- h. Enable clear, transparent alignment of budget and resources with enterprise goals

Objective 4.4 Identify grand challenges and mobilize the University system to execute effective solutions

Actions

- a. Empower faculty and staff to identify solutions to global challenges
- b. Encourage interdisciplinary thought and creativity at the edges of disciplines
- c. Create opportunities for students to engage in market relevant solutions
- d. Focus on current NMSU strengths in the areas of creating healthy borders, modernization of critical infrastructure, and transforming education.

Objective 4.5 Establish strategic alignment with the NMSU Foundation to raise, manage, and steward private resources in support of the NMSU system

Actions

- e. Cultivate, solicit and steward private financial support from alumni, parents, friends, corporations, foundations, and others for the benefit of students and programs systemwide
- f. Build endowments to support the long-term academic and priority needs of the NMSU system
- g. Provide sound fiscal oversight of current-use and endowment funds
- h. Identify opportunities to support facility upgrades and renovation, including naming and matching fund opportunities
- i. Integrate alumni engagement across NMSU strategic goals

Goal 4 KPIs

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

Leading Indicators

For each discipline, venue, industry, benefactor or agency:

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| <ul style="list-style-type: none">• Leadership development activities• Diversity and inclusion• Business process transaction completion times (e.g. hiring, procurement, travel)• IT development and implementation cycle times• Compliance training• Adverse events and findings | <ul style="list-style-type: none">• Employee satisfaction• Performance evaluation• Wage equity• Total compensation• Turnover rates• Student scholarships• Increase alumni giving• Growth in endowment |
|--|--|