# Vision 2020

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| **Mission** | The New Mexico State University System is the state's land-grant university, serving the educational needs of New Mexico's diverse population through comprehensive programs of education, research, extension education, and public service. |
| **Vision** | The New Mexico State University System will be a premier university as evidenced by demonstrated and quantifiable excellence in teaching, research, extension, outreach, service, economic development, and community engagement relative to its peer institutions.<br><br>To meet our vision of being a premier university, NMSU will be among the top quartile of peer institutions on 80% of measures of academic program and teaching quality, research productivity, and economic benefit to New Mexico. Community colleges will benchmark against all community colleges in New Mexico. |
| **Values** | Diversity and Inclusion<br>Accountability<br>Excellence<br>Discovery<br>Engagement<br><br>*Adopted December 2016* |

# Vision 2020 Goals

**Academics and Graduation**

*Provide stellar programs, instruction, and services to achieve timely graduation*

NMSU is responsive to educational attainment challenges and is committed to providing New Mexicans access to quality degree programs. Graduating highly capable students is the primary focus, and the quality of the educational experience and supporting environment is critical.

**Work group:** Dan Howard, Melody Munson-McGee, Susan Beck, Bernadette Montoya, David Rockstraw

**KPIs: Academics and Graduation**                                    **Regent's Pillars: KPI 1, 2, 5, & 6**

| Objectives | Key Performance Indicators | Target | Campus / System | Target Quartile |
|---|---|---|---|---|
| 1 – Enrollment | KPI 1 – Enrollment Growth<br><br>KPI 2 – Graduate Enrollment | Achieve 1% undergraduate and 1.5~~3~~% graduate student FTE growth<br><br>~~Achieve 2i% graduate enrollment~~ Achieve percent of graduate enrollment in the second quartine of peers | LC<br><br><br><br>LC | UG-Q3, GR-Q2<br><br><br><br>Q~~12~~ |
| 2 – Access | KPI 3 – Pell Recipients | Maintain low income accessibility of >40 ~~45% +~~ students receiving Pell grants | LC | Q1 |
| 3 – Affordability | KPI 4 – Net Price | Maintain a highly affordable average annual net price in quartile 1 | LC | Q1 |
| 4 – Completion | KPI 5 – Retention Rate<br><br>KPI 6 – 4/5/6 Yr Graduation Rates<br><br>KPI 7 – Value Add Grad ~~Rate~~<br><br>~~KPI 8 – STEM-H-B Degrees~~ | Achieve an 81% first-year retention rate<br><br>Enhance graduation rates: ~~39~~28% 4-Yr, ~~59~~53% 5-Yr, ~~55~~63% 6-Yr<br><br>Maintain a ~~4 point~~ net positive value-added graduation rate<br><br>~~Achieve a complementary mix of 50% STEM, Health and Business degrees and 50% non-STEM-H-B degrees~~ | LC<br><br>LC<br><br><br>LC<br><br>~~LC~~ | Q2<br><br>Q2/Q2/Q~~23~~<br><br><br>Q~~32~~<br><br>~~Median~~ |
| 5 – Debt | KPI 9 – Default Rate | Steadily decrease the ~~system~~ student loan default rate by 1% annually | LC~~System~~ | Q3 |

**Diversity and Internationalization**

*Provide a diverse academic environment supportive of a global society*

NMSU seizes opportunities to engage the community broadly, and views differences in race, ethnicity, national origin, tribal nationhood, language, color, identities, and expressions of gender and sexuality, age, veteran status, disability, socioeconomic status, political, spiritual, and philosophical faith or affiliation as opportunities to enrich the academic experience. NMSU integrates international, intercultural, and global dimensions into the curricula and educational environment, and heavily promotes and values local, regional, and global scholarship in teaching, research, and service.

**Work group:** Renay Scott, Angela Velasco

**KPIs: Diversity and Internationalization**

| Objectives | Key Performance Indicators | Target | Campus / System | Target Quartile |
|---|---|---|---|---|
| 6 – Diversity | KPI 10 – Diverse Community | Maintain a highly diverse campus community (faculty 25%+, exempt staff 35%+, non-exempt staff 50%+, student body 50%+) | LC | Q1 |
| 7 – Internationalization | KPI 11 – International Presence | Achieve increasing internationalization and global presence (incoming international students 6%+) | LC | Q2 |

Co-Chair Comments: ~~The Goal 2 workgroup will report out on June 16<sup>th</sup>.~~ These will be reviewed and finalized over email.

**Research and Creative Activity**
*Promote discovery, encourage innovation, and inspire creative achievement*
A highly qualified and experienced faculty leads research, development, and creative endeavors that engage both graduate and undergraduate students. The depth of research and scholarly activity contributes heavily to the educational experience, the professional discipline, and the body of knowledge. Through engagement in global networks and partnerships the institution builds on its capacity to serve the community at large.

**Work group:** Luis Vasquez, Lakshmi Reddi, Tanner Schaub, Jeff Arterburn

**KPIs: Research and Creative Activity**                                                     <span style="color:red">**Regent's Pillar: KPI 14**</span>

| Objectives | Key Performance Indicators | Target | Campus / System | Target Quartile |
|---|---|---|---|---|
| 8 – Research | KPI 12 – Proposals | Achieve 5% annual growth in submitted proposal dollars | LC | Internal |
| | KPI 13 – Researchers | Achieve 1% annual increase in externally funded researchers | LC | Internal |
| | KPI 14 – Research Funding | Maintain $150,000 average funded research expenditures per tenure system faculty | LC | Q2 |
| 9 – Scholarship | KPI 15 – Publications & Creativity | Achieve 1% annual increase in publications and creative works per faculty | LC | Internal |

Co-Chair Comments: The May meeting left off with a spirited discussion of using Digital Measures and at KPI15 – ~~which is where we will pick up on June 16~~th. We will finalize these KPIs over email. We will be recommending a subcommittee for Faculty Productivity.

**Goal 3**
- KPI 15: Not yet 100% adoption of Digital Measures. Need better understanding of how many faculty are using Digital Measures. Use DM as vehicle for faculty evaluations?
- What are other measures?

We included some really good comments from Arterburn:

Suggestions for KPI15:

Increase in quantified measures of quality and productivity of research/creative activity (# citations of published peer-reviewed scientific publications, or other discipline-relevant measures.

Measures of faculty/staff representation on national committees, federal agency review panels, advisory committees, editorial service, etc. are reflective of the esteem in which external colleagues hold NMSU faculty/staff. Achieve 1% annual increase in publications and creative works per faculty

Suggestions for KPI – Intellectual Property:

Intellectual Property includes inventions, literary and artistic works, etc. that can be protected by patents, copyright or trademark. This topic relates to the following section on economic development, but I think that it is even more important to include it in this research section because it is the direct outcome of the research efforts and is lost if the inventors/author/artist doesn't pursue protection, and these measures are now routinely considered in cases for tenure and promotion. NMSU has a process for securing intellectual property protection, and invests a small budget for this, so this is an area in which investments can be made, you can get more faculty/staff engaged in the process, and there are metrics for assessing.

**Economic Development and Community Engagement**
*Drive economic, social, educational, and community development*
Economic development is a key precept of the land-grant institution, creating economic opportunities for individuals and growth opportunities for enterprises. NMSU facilitates statewide resources and provides outreach to constituents in every sector of the state. Through a blend of private and public ventures, the institution sponsors numerous opportunities to seed new ideas, teams, businesses, and endeavors.

**Work group:** Garrey Carruthers, Janet Green, Kevin Boberg, Kathy Brook

**KPIs: Economic Development and Community Engagement**

<span style="color:red">**Regent's Pillars: KPI 19, 20**</span>

| Objectives | Key Performance Indicators | Target | Campus / System | Target Quartile |
|---|---|---|---|---|
| 10 – Engagement | KPI 16 – Student Innovation | Achieve 2% annual increase in student research and innovation: employment, Arrowhead programs, and work-based learning | LC | Internal |
| | KPI 17 – Commercial Engagement | Maintain 1% growth in commercial engagement: industry and entrepreneurial relationships, partnerships, and internships | LC | Internal |
| | KPI 18 – Community Engagement | Maintain 1% increase in the impact of community engagement, extension, outreach, and service | LC | Internal |
| 11 – Employment | KPI 19 – Experiential Learning | Achieve 100% Experiential Learning | LC | Internal |
| | KPI 20 – Career Placement | Achieve an 80% career placement rate (excluding graduate school) | LC | Internal |
| | ~~KPI 21 – Alumni Earnings~~ | ~~Maintain top 100 Brookings value-added mid-career earnings~~ | LC | Q1 |
| 12 – Prominence | ~~KPI 22 – Rankings~~ | ~~Achieve and maintain top 100 Washington Monthly academic prominence composite ranking of social mobility, research and service~~ | LC | Q2 |

Co-Chair Comments: The Group thought that Goal 4 needs tuning by a subcommittee on Community Engagement. For this year we will suggest:

Goal 4

- **KPI 16: Recommend adding Faculty Innovation and defining how to measure.**
- KPI 17: Commercial Engagement Needs Work re: definitions and to re-evaluate KPI and data presented.
- KPI 18: The committee has worked on measures for last 2 years. Present numbers are from President's Honor Roll, Boyer and Carnegie: What is impact of community engagement? This is more a summary of activities.
- KPI 19: (Pillar) The data is inconsistent and Experiential Learning needs to be defined with a KPI. Non-academic departments should be included. Experiential Learning is under review by Faculty Senate regarding definition, requirements, assessments. This will be revisited following Faculty Senate decisions.
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- KPI 21: Recommend elimination as data is inconsistent.
- KPI 20: (Pillar) This presently considers only employment in New Mexico and is based on Workforce Solutions information and file sharing. Work is being done on an alumni survey, and the Foundation might have some information.
- KPI 22: Recommend elimination to the committee with charge to determine out another measure of social mobility?

**Resource Stewardship**

*Optimize resources to effectively support teaching, research, and service*

NMSU is a highly effective and efficient institution, ~~but~~ although economic realities challenge greater stewardship. Enhanced philanthropy is critical to offering scholarships to exceptional students, attracting outstanding professors, and enhancing equipment, facilities, and resources. Through careful program examination, resources will be optimized, to minimize the cost and maximize the value of education.

**Work group:** Glen Haubold, Tina Byford, Paula Pierson, Ophelia Watkins, Gladys De Necochea

**KPIs: Resource Stewardship**

**Regent's Pillar: KPI 23**

| Objectives | Key Performance Indicators | Target | Campus / System | Target Quartile |
|---|---|---|---|---|
| 13 – Philanthropy | KPI 23 – Alumni Giving | Achieve 10% VSE-defined alumni giving rate | System | Q2 |
| | ~~KPI 24 – Gift Revenue~~ | ~~Achieve $1,650 annual gift revenue per student~~ | System | Q3 |
| | KPI 25 – Endowment | Achieve endowment value of $12,000 per student | LC ~~System~~ | Q3 |
| 14 – Staffing | KPI 26 – Staffing Ratios | Achieve right sized student/faculty and student/staff ratios | LC | Median |
| | KPI 27 – Compensation | Achieve competitive average faculty salaries | LC | Median |
| 15 – Efficiency | KPI 28 – Instruction Focus | Achieve ~~optimal~~ instruction/I&G efficiency ratio of 55% | LC | Q1 |
| | KPI 29 – Degree Cost | Achieve ~~optimal~~ I&G degree production cost efficiency in quartile 1 | LC | Q1 |
| | KPI 30 – Athletic Self-Sufficiency | Achieve 40% athletic revenue self-sufficiency | LC | Q2 |

Co-Chair Comments: The Group thought that Goal 5 needs tuning by a subcommittee on Alumni participation, stewardship, and fundraising. For this year we will suggest:

- KPI 23: (Pillar) and the target is 10%, quartile - NEEDS IMPROVEMENT, be sure to include the trend on the graph.
- KPI 24: This number is improving but is less meaningful than others. Recommending eliminating this KPI per Tina B.

- KPI 25: Endowment per student: NMSU should be looking better on this soon. CHALLENGE, <u>change to LC endowment</u>.
- KPI 26a: Includes cooperative extension faculty. Without these, our number is more favorable. NOTE: Lower is marketable. <u>Recommend investigating if we can change this to instructional faculty.</u>
- KPI 26b: IPEDS data is not tallying external units the same way. External units are PSL, Cooperative Extension. <u>NEEDS IMPROVEMENT.</u> Use as-is.
- KPI 27: IPEDS data currently provisional. <u>NEEDS IMPROVEMENT</u>. Use most recent IPEDS and indicate provisional. $7.2 million to get us to Nevada.
- KPI 28: Delete optimal. Measure of how much I&G goes to instruction. <u>GOOD</u>
- KPI 29: Delete optimal. Are there reportable numbers for cost of degrees? This one needs definition, the co-chairs will work with Judy.
- KPI 30: This measure has to remain with target to achieve 40%. This is here so that Athletics can support their own program. Need to change peers on this on KPI to our institutional peers, not our football conference.