Vision 2020

Vision 2020: Original

Mission	New Mexico State University 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	New Mexico State University 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.

Vision 2020 Goals

Goal 1: 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.

Strategies
1. Enrollment. Create a strategic enrollment management council to develop and implement student recruitment and retention plans.
2. Proactive advising. Implement assertive and targeted freshman and sophomore advising, faculty and peer mentoring, six week grading, early risk identification, and intervention to dramatically improve graduation rates and time to complete.
3. Aid disbursement. Investigate and implement alternate disbursement mechanisms to reduce indebtedness and default.
4. Completion paths. Adopt a 120 credit minimum degree standard, and provide streamlined four year completion paths for every degree program. Evaluate opportunities to more effectively leverage the summer term to achieve more timely graduation.
5. Learning assessment. Support and annually evaluate, assess, and commend the effectiveness of imparting knowledge, skills, and abilities.
6. Program review. Complete periodic, in-depth program reviews, including a library assessment of collections, for non-accredited programs. The institution, college, and department will agree to recommended actions, innovations, and timeline, and evaluate progress annually.

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

Objectives	Key Performance Indicators	Target	Campus / System	Target Quartile
1 – Enrollment	KPI 1 – Enrollment Growth	Achieve 18,000 student headcount enrollment	LC	Q3
	KPI 2 – Graduate Enrollment	Achieve 21% graduate enrollment	LC	Q1
2 – Access	KPI 3 – Pell Recipients	Maintain low income accessibility of 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	Achieve an 83% first year retention rate	LC	Q1
	KPI 6 – 4/5/6 Yr Graduation Rates	Enhance graduation rates: 39% 4-Yr, 59% 5-Yr, 63% 6-Yr	LC	Q1/Q1/Q2
	KPI 7 - Value Add Grad Rate	Maintain a 4-point net positive value-added graduation rate	LC	Q2
	KPI 8 – STEM-H-B Degrees	Achieve a complementary mix of 50% STEM, Health and Business degrees and 50% non-STEM-H-B degrees	LC	Median
5 – Debt	KPI 9 – Default Rate	Steadily decrease the system student loan default rate by 1% annually	System	Q3

Goal 2: 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.

Strategies
7. Constituent diversity and internationalization. Maintain Hispanic Serving Institution designation. Engage the campus community in welcoming and recognizing faculty, staff, and student diversity and internationalization across disciplines and units, and develop recruitment and retention efforts as appropriate. Enhance engagement of the Native American population, in particular, to further resemble the New Mexico population.
8. Program diversity and internationalization. Assess, enhance, and promote the diversity and international focus of programs, curriculum and services to increasingly foster cross-cultural awareness, internationalization, collaboration, communication and opportunity.
9. Global opportunities. Capitalize on the diverse and international nature of the campus, community, state, and region to realize greater international study, research, scholarship, collaboration, extension, outreach, service, and engagement, focusing on areas of opportunity such as Latin America and China.

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

Goal 3: 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.

Strategies

10. Research collaboration. Adapt to a highly competitive research environment through strategic partnerships with regional, national, and international institutions, governments, laboratories, and industries. Promote consortia such as the NM Consortium, NM Collaborative Research and Development Council, Borderplex Alliance, Mountain West Consortium, Central and Southern Plains Research Consortium. Leverage and integrate laboratories, research centers, and experiment stations to realize new research and development projects.
11. Research capabilities. Enhance research visibility by attracting and rewarding high profile researchers. Enrich research facilities, resources, and instrumentation, targeting investment toward research strengths. Through mentoring, advance emerging research and creative activity.
12. Student research. Examine opportunities to optimize graduate assistant financial support. Foster student innovation and entrepreneurship through graduate and undergraduate engagement in independent study, internships, conferences, work experiences, and access to research faculty, equipment, technology, and facilities.

KPIs: Research and Creative Activity   **Regent's Pillar: KPI 14**

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	Achieve $150 million in annual funded research expenditures	LC	Q2
9 – Scholarship	KPI 15 – Publications & Creativity	Achieve 1% annual increase in publications and creative works per faculty	LC	Internal

Goal 4: 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.

Strategies
13. Innovation. Spark innovation through internal performance based awards and external research funding.
14. Economic development. Streamline research commercialization. Cultivate commercial partners. Engage statewide resources to spark business development.
15. Community engagement. Maintain Carnegie Foundation Community Engagement Classification and APLU Innovation and Economic Prosperity University designation. Develop and implement a plan to enhance, effectively capture, and promote community engagement activities, impacts, and outcomes. Share the results and impact of research.
16. Career development. Align programs with career opportunities to prepare internationally competitive and entrepreneurial graduates. Enhance relationships with industry, and advance internships and other career opportunities.
17. Marketing. Develop and implement a communication and marketing plan to showcase, capitalize on, and gain recognition for programs, achievements, and innovations.

KPIs: Economic Development and Community Engagement

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

Goal 5: Resource Stewardship
Optimize resources to effectively support teaching, research, and service
NMSU is a highly effective and efficient institution, but 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.

Strategies
18. Academic Innovation. Engage faculty in curriculum innovation, program planning, skill development, resource evaluation, productivity analysis, and space planning.
19. Philanthropy. Realize greater philanthropy through enhanced donor identification, cultivation, marketing, stewardship, and retention.
20. Alternative revenue. Optimize revenue from resource holdings and leverage public-private partnerships. Seize opportunities to positively influence state funding.
21. Staffing. Optimize workforce size and distribution across academic and administrative functions through an external staffing analysis. Realize additional opportunities for on-campus student employment. Advance leadership, professional development, and succession planning.
22. Compensation. Strategically invest in faculty and staff compensation.
23. Space. Effectively administer classroom, research, and administrative space, facilities, and technology with the assistance of electronic room scheduling.
24. Administration and Support Services. Transform NMSU into a 21st Century Institution through benchmarking, review, and implementation of best practices in effective and efficient administrative and support service programs, including shared service centers, and other streamlined organizational strategies.
25. Athletics. Adapt to new NCAA financial policies. Realize greater revenue self-sufficiency.

KPIs: Resource Stewardship

Objectives	Key Performance Indicators	Target	Campus / System	Target Quartile
13 – Philanthropy	KPI 23 – Alumni Giving	Achieve 10% alumni giving rate	System	Q1
	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	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

Vision 2020: Redline

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. 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 Accountability Excellence Discovery Engagement *Adopted December 2016*

Vision ~~2020~~ '27 Goals: Redline

Goal 1: 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.

Strategies
1. ~~Enrollment. Create a strategic enrollment management council to develop and implement student recruitment and retention plans.~~
2. ~~Proactive advising. Implement assertive and targeted freshman and sophomore advising, faculty and peer mentoring, six week grading, early risk identification, and intervention to dramatically improve graduation rates and time to complete.~~
3. ~~Aid disbursement. Investigate and implement alternate disbursement mechanisms to reduce indebtedness and default.~~
4. ~~Completion paths. Adopt a 120 credit minimum degree standard, and provide streamlined four year completion paths for every degree program. Evaluate opportunities to more effectively leverage the summer term to achieve more timely graduation.~~
5. ~~Learning assessment. Support and annually evaluate, assess, and commend the effectiveness of imparting knowledge, skills, and abilities.~~
6. ~~Program review. Complete periodic, in-depth program reviews, including a library assessment of collections, for non-accredited programs. The institution, college, and department will agree to recommended actions, innovations, and timeline, and evaluate progress annually.~~

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

Objectives	Key Performance Indicators	Target	Campus / System	Target Quartile	Committee Recommendation
1 – Enrollment	KPI 1 – Enrollment Growth	Achieve 18,000 student headcount enrollment	LC	Q3	1.5% graduate growth
	KPI 2 – Graduate Enrollment	Achieve 21% graduate enrollment	LC	Q1	Delete goal
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	Achieve an 83% first year retention rate	LC	Q1	81%, Q2
	KPI 6 – 4/5/6 Yr Graduation Rates	Enhance graduation rates: 39% 4-Yr, 59% 5-Yr, 63% 6-Yr	LC	Q1/Q1/Q2	28% 4-Yr, 53% 5-Yr, 55% 6-Yr Q3/Q2/Q3
	KPI 7 - Value Add Grad Rate	Maintain a ~~4 point~~ net positive value-added graduation rate	LC	Q3~~2~~	
	KPI 8 – STEM-H-B Degrees	Achieve a complementary mix of 50% STEM, Health and Business degrees and 50% non-STEM-H-B degrees	LC	Median	
5 – Debt	KPI 9 – Default Rate	Steadily decrease the ~~system~~ student loan default rate by 1% annually	LC ~~System~~	Q3	

Goal 2: Diversity and Internationalization
Provide a diverse academic environment supportive of a global society
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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

Goal 3: 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.

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KPIs: Research and Creative Activity   **Regent's Pillar: KPI 14**

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	Achieve $150 million in annual funded research expenditures	LC	Q2
9 – Scholarship	KPI 15 – Publications & Creativity	Achieve 1% annual increase in publications and creative works per faculty	LC	Internal

Goal 4: 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.

~~*Strategies*~~
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15. ~~Community engagement. Maintain Carnegie Foundation Community Engagement Classification and APLU Innovation and Economic Prosperity University designation. Develop and implement a plan to enhance, effectively capture, and promote community engagement activities, impacts, and outcomes. Share the results and impact of research.~~
16. ~~Career development. Align programs with career opportunities to prepare internationally competitive and entrepreneurial graduates. Enhance relationships with industry, and advance internships and other career opportunities.~~
17. ~~Marketing. Develop and implement a communication and marketing plan to showcase, capitalize on, and gain recognition for programs, achievements, and innovations.~~

KPIs: Economic Development and Community Engagement

Regent's Pillars: KPI 19, 20

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~~

Goal 5: 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.

~~**Strategies**~~

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~~22. Compensation. Strategically invest in faculty and staff compensation.~~

~~23. Space. Effectively administer classroom, research, and administrative space, facilities, and technology with the assistance of electronic room scheduling.~~

~~24. Administration and Support Services. Transform NMSU into a 21st Century Institution through benchmarking, review, and implementation of best practices in effective and efficient administrative and support service programs, including shared service centers, and other streamlined organizational strategies.~~

~~25. Athletics. Adapt to new NCAA financial policies. Realize greater revenue self-sufficiency.~~

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% alumni giving rate	System	Q1
	~~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

Vision '27: Clean

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. 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 Accountability Excellence Discovery Engagement *Adopted December 2016*

Vision '27 Goals: Clean

Goal 1: Academics and Graduation

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

Objectives	Key Performance Indicators	Target	Campus / System	Target Quartile	Committee Recommendation
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5 – Debt	KPI 9 – Default Rate	Steadily decrease the student loan default rate by 1% annually	LC	Q3	

Goal 2: Diversity and Internationalization

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KPIs: Diversity and Internationalization

Objectives	Key Performance Indicators	Target	Campus / System	Target Quartile
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Goal 3: Research and Creative Activity
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KPIs: Research and Creative Activity   **Regent's Pillar: KPI 14**

Objectives	Key Performance Indicators	Target	Campus / System	Target Quartile
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Goal 4: Economic Development and Community Engagement
Drive economic, social, educational, and community development
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KPIs: Economic Development and Community Engagement

Regent's Pillars: KPI 19, 20

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

Goal 5: Resource Stewardship

Optimize resources to effectively support teaching, research, and service

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KPIs: Resource Stewardship

Regent's Pillar: KPI 23

Objectives	Key Performance Indicators	Target	Campus / System	Target Quartile
13 – Philanthropy	KPI 21 – Alumni Giving	Achieve 10% alumni giving rate	System	Q1
	KPI 22 – Endowment	Achieve endowment value of $12,000 per student	LC	Q3
14 – Staffing	KPI 23 – Staffing Ratios	Achieve right sized student/faculty and student/staff ratios	LC	Median
	KPI 24 – Compensation	Achieve competitive average faculty salaries	LC	Median
15 – Efficiency	KPI 25 – Instruction Focus	Achieve instruction/I&G efficiency ratio of 55%	LC	Q1
	KPI 26 – Degree Cost	Achieve I&G degree production cost efficiency in quartile 1	LC	Q1
	KPI 27 – Athletic Self-Sufficiency	Achieve 40% athletic revenue self-sufficiency	LC	Q2