

*Living The Vision: A performance plan for excellence*

**D R A F T - DISCUSSION DOCUMENT**

New Mexico State University

May 3, 2005

Executive Summary

At the request of the Academic Dean's Council, a committee referred to as the Living the Vision Committee was tasked to redraft the NMSU Strategic Plan to provide a better, simpler, and more user-friendly plan for those who establish policy, goals, and objectives for NMSU and those who manage the University to achieve these aspirations.

*Living The Vision* is considerably different from prior NMSU Strategic Directions and Targets. This Plan establishes the vision that NMSU will be a premier University as defined relative to peer institutions. The Plan has five goals each with six or fewer objectives. Each objective has at least one quantifiable measure to be benchmarked against defined peers. *Living The Vision* leaves the strategies for achieving the objectives to the managers at the College/Division/Department levels and integrates performance planning with the overall budget and outcomes/evaluation processes.

*Living The Vision* was reviewed with the NMSU Board of Regents on 1/31/05. With the Board's support, the draft discussion document and related materials were made available to members of the University community in a website, two-year campus executive officers, deans, vice presidents and vice provosts held informational meetings with faculty and staff, and presentations were made to University shared governance bodies.

The Living the Vision website (<http://ltv.nmwu.edu>) included all Living the Vision Committee meeting minutes, the 3/1/05 *Draft Discussion Document*, a *Schedule of University Community Review Activities*, a PowerPoint Presentation, and *Goals and Examples of Measures under Consideration*. Between 3/18 and 4/23/05, the period when online comments were received, there were 1938 visits to the website. The most frequently accessed pages in the Living the Vision website were the PowerPoint presentation (66%), the 3/1/05 *Draft Discussion Document* (23%) and the *Goals and Examples of Measures under Consideration* (9%). *Verbatim* comments received from members of the University Community were compiled and a Summary of Responses was prepared. Both of these reports, as well as all related materials, continue to be available in the Living the Vision Website.

The Living the Vision Committee met on Monday, May 2, 2005 to discuss revisions in response to the expressed comments and concerns of the University Community to the 3/1/05 discussion draft of *Living The Vision*. This document now reflects the revisions approved by the Living the Vision Committee.

*Living The Vision: A performance plan for excellence*  
Table of Contents

Content Item	Page Number
Cover Page	1
Table of Contents	2
Annual Review Process	3
NMSU Mission, Vision, and <u>Definition of Premier University</u>	4
NMSU Goals, Performance Standards and Objectives	4-5
Attachment A – Peer Institutions for the Four-Year and Two-Year NMSU Campuses	6-7

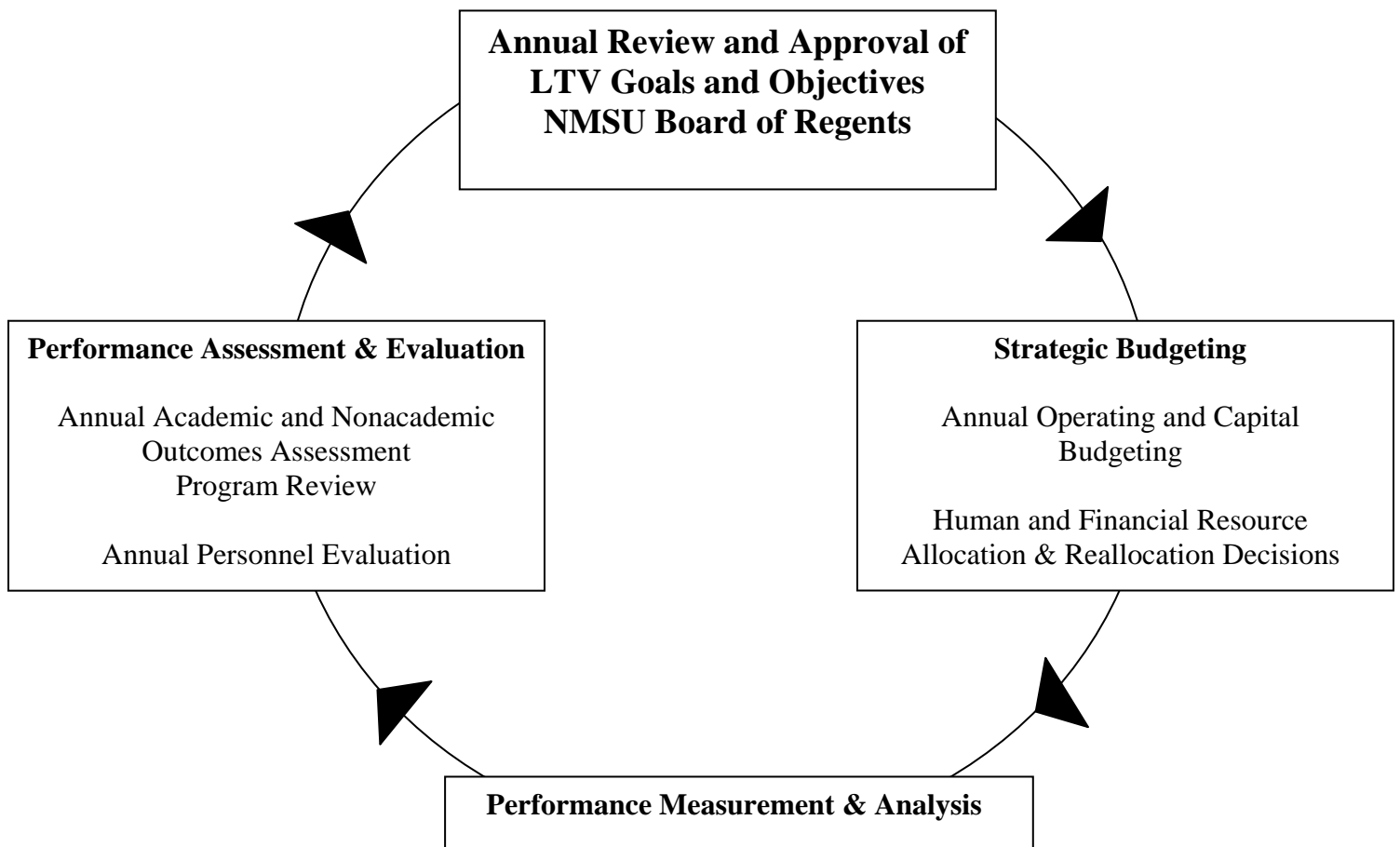
*Living The Vision: A performance plan for excellence*  
Annual Review Process

If NMSU's *Living The Vision* performance plan is to achieve its goals and objectives, there must be an overall university cycle of goal setting, strategic budgeting, performance measurement and analysis and personnel and unit/program assessment and evaluation. The cycle must be ongoing and it must serve to help answer the question - Is NMSU meeting or showing steady progress towards its goals and furthering NMSU's vision and mission?

If the answer to the preceding question is no, what factors impede success? Factors that may impede success include:

1. The manager responsible for meeting the objectives did not receive adequate resources to achieve success;
2. The objectives are inappropriate or inappropriately presented and should be reconsidered; or
3. The manager responsible for meeting the objectives did not meet performance expectations.

The proposed university cycle to fully integrate NMSU's *Living The Vision*: performance plan into existing processes that influence the allocation of human, financial and other resources is shown below:



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NMSU 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.

NMSU Vision

By 2020, New Mexico State University will be a premier university as evidenced by demonstrated and quantifiable excellence in teaching, research, and service relative to its peer institutions.

Definition of Premier University: *To meet its vision of being a premier university, NMSU will be among the top quartile of defined peer institutions on 80 % of identified measures of academic program and teaching quality, faculty quality and research productivity, and economic benefit to New Mexico.*

Goals, Performance Standards and Objectives

**1. To be nationally and internationally recognized for its academic programs at all levels (two-year, undergraduate and graduate).**

Performance Standard: NMSU will be in the top quartile among peer institutions for each measure

New Mexico State University's objectives are to:

- Attract increasing numbers of well-qualified students at all academic levels
- Enroll a competitive proportion of students from New Mexico two-year institutions
- Enroll a competitive proportion of degree-seeking international and out-of-state graduate students
- Enroll a competitive proportion of degree-seeking graduate students
- Increase access to academic degree programs through distance education modalities at all levels
- Retain a competitive percentage of students to degree completion at all academic levels

**2. To have a high quality, diverse faculty, staff and student body.**

Performance Standard: NMSU will be in the top quartile among peer institutions for each measure

New Mexico State University's objectives are to:

- Achieve diversity among students and staff similar to New Mexico's demography
- Achieve diversity among faculty similar to peer institutions
- Attract and tenure faculty with terminal degrees similar to peer institutions
- Develop and maintain a comprehensive compensation package competitive with peer institutions
- Provide faculty in adequate numbers to assure quality teaching and academic support for students at all academic levels

**3. To be nationally and internationally recognized in research and creative activity.**

**Performance Standard: NMSU will be in the top quartile among peer institutions for each measure**

New Mexico State University's objectives are to:

- Obtain increasing levels of external funding for research, creative activity and other sponsored programs to achieve parity with peer institutions
- Demonstrate faculty participation in research and creative activity similar to peer institutions

**Performance Standard: NMSU will have at least five research clusters**

New Mexico State University's objective is to:

- Develop and support five nationally and internationally recognized interdisciplinary research clusters through external funding

**4. To serve as an engine for economic, social, educational and community development in New Mexico.**

**Performance Standard: NMSU will be in the top quartile among peer institutions for each measure**

New Mexico State University's objectives are to:

- Increase technology transferred from university research and creative activity to New Mexico businesses through the Arrowhead Center, Incorporated
- Support university-wide cooperative extension and related efforts to facilitate economic, social, educational and community development

**Performance Standard: NMSU will be best among all NM four-year institutions for each measure**

New Mexico State University's objectives are to:

- Increase number of two-year to four-year academic programs for adult students
- Facilitate access to four-year academic degree programs through 2+2 preparation programs at all New Mexico community colleges

**5. To be an excellent steward of all resources dedicated to achieving the vision of the University.**

**Performance Standard: NMSU will be in the top quartile among peer institutions for each measure**

New Mexico State University's objectives are to:

- Increase percentage of alumni donors to achieve parity with peer institutions
- Allocate resources for instruction, research, service, and administration similar to peer institutions
- Attract endowed funds to achieve parity with peer institutions
- Allocate resources to reflect increases and decreases in enrollment, formula funding and student credit hours generated
- Consistently meet or exceed all state fiscal watch financial ratios

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Attachment A  
Peer Institutions for the Four-Year and Two-Year NMSU Campuses

**New Mexico Commission on Higher Education Peers for the Four-Year Campus**

**In Region By State**

University of Arizona – Tucson  
University of Arkansas – Fayetteville  
Colorado State University – Fort Collins  
Iowa State University – Ames  
Kansas State University – Manhattan  
Louisiana State University – Baton Rouge  
University of Missouri – Columbia  
Oklahoma State University – Stillwater  
Oregon State University – Corvallis  
Texas A & M University – College Station  
Utah State University – Logan  
Washington State University – Pullman  
University of Wyoming – Laramie

**Out of Region By State**

Clemson University – Clemson, South Carolina  
University of Tennessee – Knoxville  
Virginia Polytechnic Institute & State University – Blacksburg

**Regional Competitors**

**(Not Required by NMCHE)**

University of New Mexico-Albuquerque  
University of Texas at El Paso

**NM Commission on Higher Education and NM Association of Community Colleges  
Peers for the Two-Year Campuses**

**NMSU Alamogordo**

Bismark State College  
Danville Area Community College  
Floyd College  
Hawaii Community College  
Iowa Valley Community College District  
Marion Technical College  
Muskingum Area Technical College  
Northern Oklahoma College  
Ohio University-Zanesville  
Richard Bland College  
Western Nevada Community College  
Yavapai College

**Attachment A (Continued)**  
**NM Commission on Higher Education and NM Association of Community Colleges**  
**Peers for the Two-Year Campuses**

**NMSU Carlsbad**

Belmont Technical College  
Clatsop Community Collee  
Coahoma Community College  
Dabney S. Lancaster Community College  
Eastern Wyoming College  
Fergus Falls Community College  
Frank Phillips Community College  
Labette Community College  
Lamar Community College  
North County Community College  
Paul D. Camp Community College  
Rappahannock Community College

**NMSU Doná Ana**

Chemeketa Community College  
Illinois Central College  
Iowa Western Community College  
Ivy Tech State-Southwest  
Kankakee Community College  
Lake Michigan College  
Laramie County Community College  
North Central State College  
Richland Community College  
Santa Barbara City College  
Scottsdale Community College  
Temple College

**NMSU Grants**

Dawson Community College  
Eastern Arizona  
Feather River Community College  
Imperial Valley College  
Itasca Community College  
Montgomery Community College  
Northland Pioneer College  
Paul D. Camp Community College  
Rainy River Community College  
University of South Carolina-Sumter  
Western Nebraska Community College  
Williston State College