

Living The Vision: A performance plan for excellence

D R A F T - DISCUSSION DOCUMENT

New Mexico State University

March 1, 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 includes only six goals and each has five 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 to continue the development of a more user-friendly planning process, a draft discussion document is now ready for review by and comment from the University community. Comments received will facilitate presenting recommendations to the NMSU Board of Regents in July 2005 that reflect not only the recommendations of the Living the Vision Committee, but also the expressed concerns of the University community. Campus Executive Officers, Deans, Vice Presidents and Vice Provosts will hold informational meetings with faculty and staff in the near future.

To review the schedule of University community review activities and obtain an e-file of this draft discussion document and related information, please go to the Living the Vision website at: <http://ltv.nmsu.edu/>. Comments from any member of the University community about *Living The Vision* may be submitted online beginning 3/15/05. University community comments on the *Living The Vision* discussion draft will be accepted online through noon 4/15/05.

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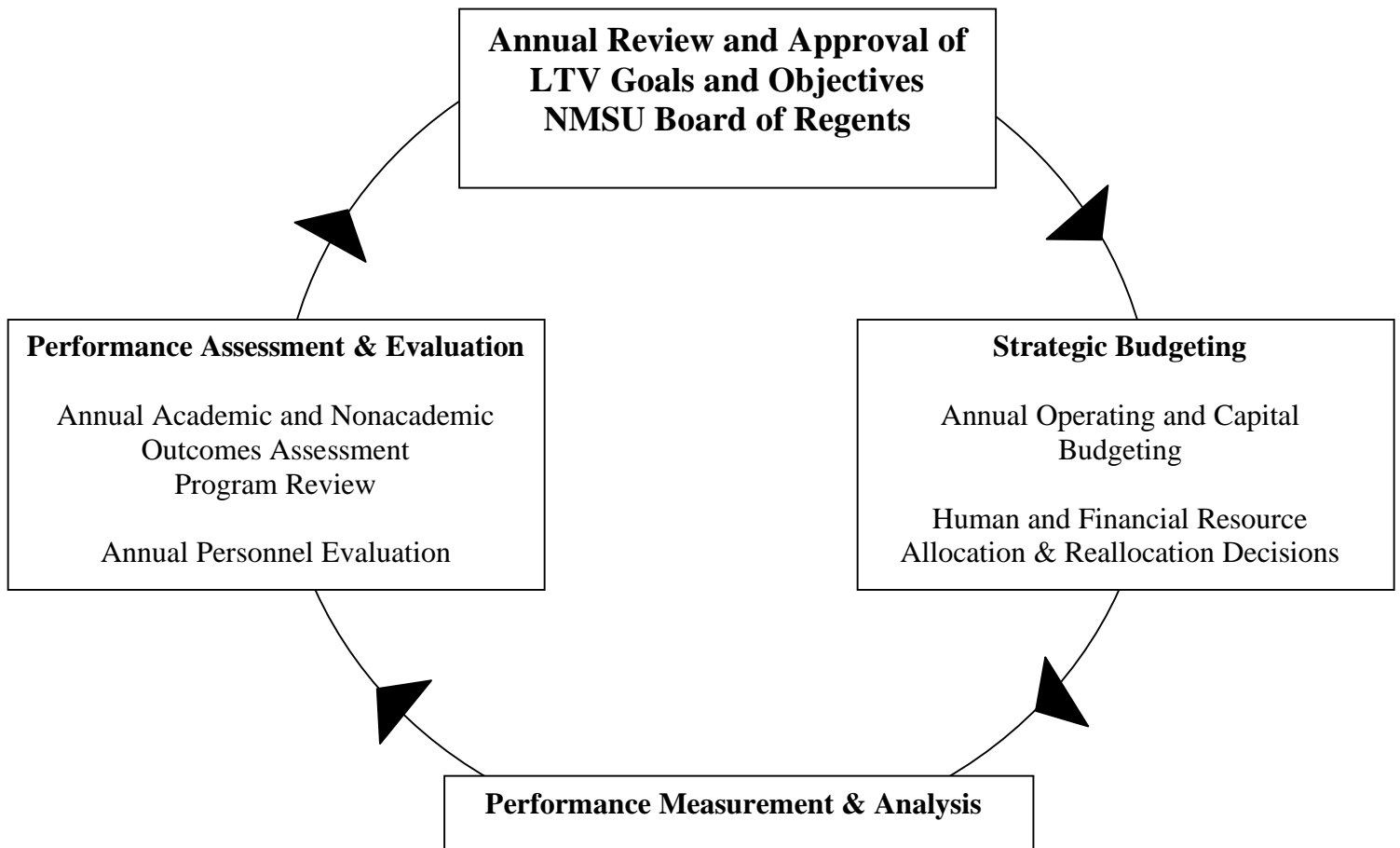
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Annual Review Process

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 the “University of Choice” for undergraduate education in New Mexico.

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

New Mexico State University's objectives are to:

- Enroll the highest proportion of undergraduate students from each New Mexico county.
- Achieve diversity among undergraduate students, faculty and staff similar to New Mexico's demography
- Enroll the highest proportion of students from New Mexico two-year institutions
- Consistently meet or exceed New Mexico's Accountability in Government Act (AGA) Targets for the four-year campus
- Increase access to two-year and four-year academic degree programs through distance education modalities

2. To be nationally and internationally recognized for its academic programs.

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 degree-seeking international and out of state graduate students
- Enroll a competitive proportion of degree-seeking graduate students
- Retain a competitive percentage of students to degree completion at all academic levels
- Provide faculty in adequate numbers to assure quality teaching and academic support for students at all academic levels

3. 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 faculty and staff 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

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

New Mexico State University's objective is to:

- Achieve diversity among students at other academic levels similar to New Mexico's demography

4. 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 four research clusters.

New Mexico State University's objective is to:

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

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

Performance Standard: NMSU is 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
- Develop and support cooperative extension to facilitate community development

5. To serve as an engine for economic, social, educational and community development in New Mexico. (continued)

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
- Consistently meet or exceed all New Mexico's Accountability in Government Act Targets for two-year campuses

6. 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

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

New Mexico State University's objective is to:

- Consistently meet or exceed all state fiscal watch financial ratios

Performance Standard: Analysis of resources internally allocated will not compare NMSU and peer universities. Rather, NMSU Financial Services will identify standards for internal comparison.

New Mexico State University's objective is to:

- Allocate resources to reflect increases and decreases in enrollment, formula funding and student credit hours generated.

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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