

# New Mexico State University Grants Success Empowerment Employability Diversity and Service (SEEDS)

## 2025 Strategic Plan



# Mission Statement

NMSU Grants provides an accessible quality education through innovative teaching and learning that promotes respect and service for our diverse students and community.

# Vision Statement

To embrace innovation in teaching and learning to promote a sustainable prosperous community.

# At NMSU Grants We Value:

Personal Success

Growth

Respect

Healthy Lifestyles

Teamwork

Community partnerships

Stewardship

Excellence

Integrity

Positive Attitude

Employability

Empowerment

Intellectual Inquiry

Social Justice

Creativity

Safe Environment

## **Goal 1. ENHANCE STUDENT SUCCESS & SOCIAL MOBILITY**

Student success across the NMSU system is driven by 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 Grants provides a supportive environment for students to become a part of, and contribute to, the campus and community, the state, the county, and the world.

### **Objective 1.1** Diversify, optimize, and increase enrollment at NMSU Grants

#### Actions

- a. Conduct Annual Community Needs Survey
- b. Develop a robust marketing strategy
- c. Refine and assess institutional student recruitment
- d. Develop and optimize scholarship opportunities to meet student needs
- e. Develop a transition plan for recent high school equivalency completers and dual credit students to enroll at NMSU Grants
- f. Continue summer programs for outreach and transition
- g. Expand Corrections instruction to additional facilities and academic programs.

### **Objective 1.2** Increase student learning, retention, and degree attainment

#### Actions

- a. Refine and assess institutional student retention
- b. Plan schedule carefully to minimize course and time conflicts
- c. Strengthen academic support centers and support curriculum.
- d. Increase remote accessibility to library services for all students.
- e. Develop alternatives to receive college credit for accumulated experience and knowledge (CLEP testing, credit for prior learning, credit by examination for example, competency-based education)
- f. Provide a sequence of coursework for each certificate and degree program
- g. Encourage faculty to select low-cost textbook options
- h. Explore and provide accelerated program options
- i. Develop a program matrix listing when courses will be offered by semester and academic year

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

Actions

- a. Engage students in campus activities like student life events, seminars, workshops and other opportunities
- b. Continue the “Calling all Aggies” or similar campaign
- c. Develop NMSU Grants Traditions such as Student Convocation, Career Fair, Student Success Fair, Student Appreciation, Stress Buster Week, Earth Day, Domestic Violence Awareness
- d. Strengthen student participation in Associated Student Government and other student clubs
- e. Enhance NMSU branding on campus
- f. Create a Student Veterans’ Resource Center

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

Actions

- a. Build relationships with local and regional industries and employers
- b. Seek internship placements
- c. Promote cooperative learning opportunities
- d. Design and integrate service-learning opportunities into curriculum
- e. Offer fieldtrips to explore careers
- f. Promote Capstone Research Projects

**Objective 1.5** Offer an array of engaging, relevant, and accessible academic programs.

Actions

- a. For all degree programs, create and publish learning objectives and assessment plans.
- b. Ensure that all academic programs have published degree plans that include pre-requisites and that are easily navigated.
- c. Support efforts to improve student learning through robust professional development.

## **Leading Indicators**

- Making Progress 30
- Certificate/Degree Completion
- Transfer
- Midterm Grades
- Scholarships and financial aid awarded
- Work-study utilization

## **Goal 1 Key Performance Indicators**

\*This KPI is LEADS 2020-2025 KPI

1. Increase annual enrollment\*
2. Maintain a highly affordable average annual net price\*
3. Achieve an increase in first year retention rate by 1%\*
4. Achieve a total branchfer/transfer out rate at 20%\*
5. Achieve a 1% annual increase in awards (certificate and degree)\*
6. Achieve an annual increase in STEM-H awards by 1%\*
7. Increase the percent of PELL Grant recipients as compared to all eligible students.
8. Increase the percent of eligible students receiving financial aid.
9. Decrease cohort default rate.
10. Increase dollar amount of financial aid awarded (excluding loans).
11. Maintain at least 90% utilization of work study positions.
12. Increase the percent of first-time full-time degree seeking students academic fall to spring semester persistence rate by 1% annually.
13. Increase the percent of first-time full-time degree seeking students award completion within 150% for associate and certificate degrees by 1% annually
14. Increase the percent of first-time part-time degree seeking students award completion within 200% for associate and certificate degrees by 1% annually
15. Increase the percent of students who complete courses with a C - or better at the end of the semester
16. Utilize experiential learning as an indicator of student engagement.
17. Use data from CCSSE to measure Aggie Life and student engagement.

## **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 student education.

### Actions

- a. Expand faculty and staff grant-writing submissions for faculty led department projects (National Science Foundation grants (STEM areas) Department of Education, USDA and other private sources)
- b. Organize a committee to research grant opportunities, determine feasibility, and initiate efforts to apply.
- c. Develop internship and experiential learning opportunities.
- d. Develop partnerships with NMSU research programs (Alliance Minority Participation)

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

### Actions

- a. Initiate collaboration with NMSU Las Cruces to foster growth in these areas.

### Indicators

- Increase number of grant proposals

## **Goal 2 Key Performance Indicators**

\*This KPI is LEADS 2020-2025 KPI

18. Achieve an annual dollar amount increase in grant revenue per student \*
19. Increase total dollars of external funding secured annually\*

### **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. Create a local business and industry advisory group
- b. Develop and offer training programs to meet the needs of local businesses
- c. Expand non-credit offerings
- d. Promote Work Keys readiness assessments to community employers
- e. Provide workforce certification programs that can lead to external credentials (A++, ASE, CNA, Microsoft Certification, CPR, EMT for example)
- f. Collaborate with other agencies to implement economic development programs
- g. Maintain and upgrade technology for off campus Outreach Centers

**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. Develop a plan for faculty and staff to serve in advisory roles for PK-20 outreach.
- b. Expand continuing education, related non-credit courses, and contract training
- c. Engage community members in outreach programs (Poetry Night, MESA events, elementary science programs, local science fair, job training programs, game night for example)

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

## Actions

- a. Strengthen professional relationships between college faculty and PK-12 educators
- b. Originate bridge programs like summer academies that focus on STEAM
- c. Participate in MESA (Math Engineering Science Association) events.
- d. Matriculate Grants Cibola County Early College High School students in college level math and science courses
- e. Explore potential for students to serve in STEAM internships

### **Objective 3.4** Strengthen and elevate public-private engagement

## Actions

- a. Conduct community interest and engagement surveys
- b. Promote assets of NMSU Grants to prospective private sector partners (Cibola General Hospital, DOT, Tri-State, Core Civic, CDEC, Laguna Development Corporation for example)

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

## Actions

- a. Serve on local advisory groups to support economic development (healthcare, community service organizations, Team 66, Drug Court, Delta Kappa Gamma)
- b. Build a relationship with the local NMSU Cooperative Extension Service

### **Leading Indicators**

- Youth, students, and constituents engaged
- Student, faculty, and staff service to communities
- Local, regional, State, and National Partnerships

### **Goal 3 Key Performance Indicators**

\*This KPI is LEADS 2020-2025 KPI

20. Increase the number of workforce and contract training hours.\*
21. Track number of participants completing Work Keys tests and certifications.\*
22. Track number of students registering and testing for certifications exams.
23. Develop and maintain active advisory committees.
24. Optimize and track facility usage for community service and recreation activities.



## **GOAL 4. STRENGTHEN A ROBUST UNIVERSITY SYSTEM**

**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. Engage with other minority-serving institutions and adopt best practices
- b. Continue Memorandum of Understanding with local tribal entities.
- c. Recruit faculty and staff reflective of student demographics.
- d. Amplify the role of the Diversity Liaison Officer at NMSU Grants.

**Objective 4.2** Cultivate faculty and staff excellence

Actions

- a. Continue to provide funds for faculty and staff professional development.
- b. Establish an incentive program for faculty and staff improvement and professional development
- c. Develop performance evaluation processes that align, engage, empower, and reward contributions to NMSU system-wide strategic goals
- 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

**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. Ensure support system to enable employees to meet their individual, unit, and 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. Create opportunities for students to engage in market relevant solutions

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

#### Actions

- a. Formalize the role of fundraising
- b. Foster a relationship with the NMSU Foundation to enhance fundraising opportunities
- c. Pursue grant opportunities that include foundation matching funds
- d. Build endowments to support the long-term academic and priority needs of the NMSU system

#### Leading Indicators

- Dollar amount raised
- Number of Grants awarded annually

#### Goal 4 Key Performance Indicators

\*This KPI is LEADS 2020-2025 KPI

25. Achieve increased dollar amount revenue through fundraising\*
26. Achieve optimal instruction/I&G efficiency ratio.\*
27. Achieve optimal I&G award production cost efficiency.\*
28. Sustain a highly diverse campus community by increasing the percent of faculty and staff who come from diverse backgrounds.
29. Sustain a faculty and staff demographic profile comparable to the student body profile.
30. Diversify external funding sources (employee, private, philanthropy).
31. Sustain competitive market value salaries.
32. Spend 90% of the funds allocated for professional development of faculty and staff.
33. Leverage opportunities to collaborate with partner campuses on actions to create system coherence