

Strategic Direction and Performance Management

OCTOBER 2018

Board of Regents Meeting

Chancellor Dan Arvizu

President John Floros

The logo for New Mexico State University, featuring the letters "NM" in a large, serif font above the words "STATE UNIVERSITY" in a smaller, sans-serif font. The logo is contained within a white square with a maroon border, which is itself centered within a larger maroon square.

NM
STATE
UNIVERSITY

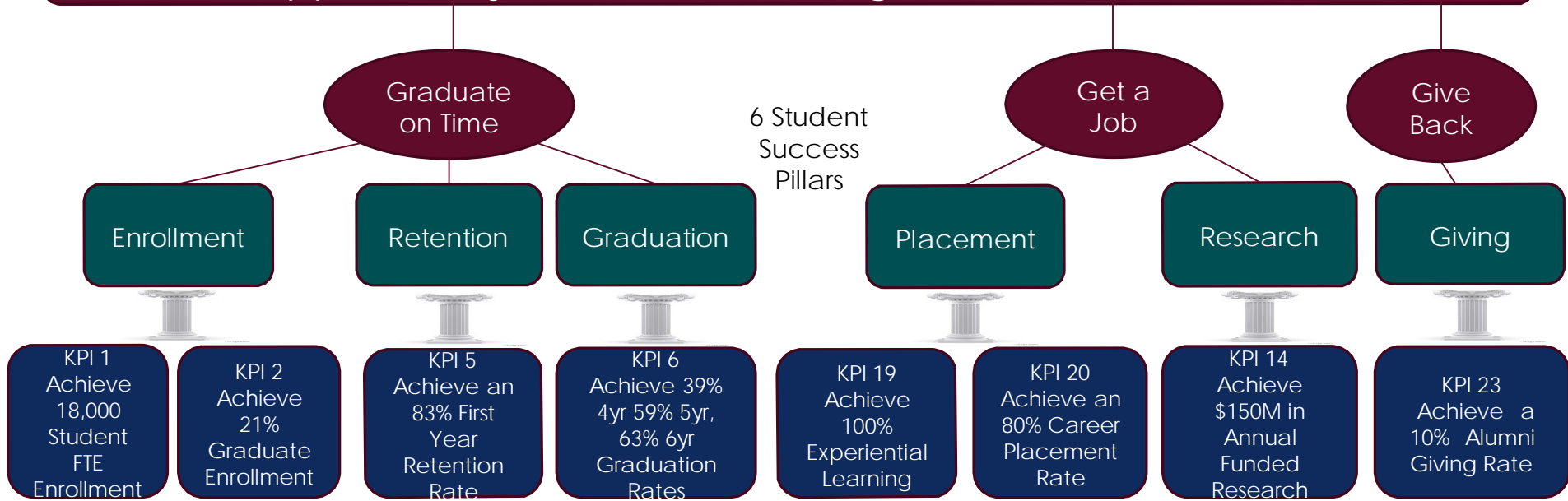
BE BOLD. Shape the Future.

Strategic Direction



Vision 2020 Strategic Priorities

Approved by NMSU Board of Regents – December 2016



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.

Purpose

Aligned with careers of the future,
NMSU provides a vibrant learning environment
supported by research converging on global challenges,
while enriching the lives of diverse communities
through a culture of service

Strategic Objectives

Improve Student Success

Elevate Research and Creativity

Amplify Outreach and Economic Development



Strategic Objectives

Improve Student Success
Elevate Research and Creativity
Amplify Outreach and Economic Development

Provide Value

- Be a Recognized Leader in Serving Diverse Students and Eliminating Achievement Gaps
- Advance Vital Academic Programs, and Promote Academic Value and Reputation
- Create an Educational Environment Committed to the Success of Students, Faculty, Staff and Other Stakeholders
- Address Global Grand Challenges: Create Healthy Borders, Develop Critical Infrastructure, Transform the Education Pipeline

Develop Capacity

- Diversify, Shape and Optimize Enrollment
- Build Long-Term Strategic Partnerships
- Optimize Workforce Compensation and Productivity
- Build Philanthropy Pipeline and Foundation Relationship
- Advance Athletic Success, Profitability and Conference Alignment

Build Infrastructure

- Align and Reward Leadership and Organization with Strategic Objectives
- Stabilize and Improve the Financial Position
- Transform Administrative Processes to Serve Academic Excellence
- Develop a Culture of Service, Commitment and Collaboration
- Make Data-Driven Decisions at the Right Level



Performance Measurement



Performance Measurement Proposed Categories

- A. Student Success
- B. Research and Creativity
- C. Outreach and Strategic Initiatives
- D. Financial Stewardship
- E. Fundraising and Foundation Relations
- F. Athletics
- G. Leadership and Organizational Effectiveness
- H. Board Relations

Performance Evaluation Proposed Elements

(5 point scale)

The Vision 2020 Six Pillars of Student Success have served as the driving force for change and remain at the heart of NMSU's new strategic direction. As this new direction becomes more refined through constituent engagement the tenets will serve as the basis for executive performance evaluation, and the beginning basis for a comprehensive approach to performance evaluation across the system.

A. Student Success

Self Assessment

Board Evaluation

Effectively grows and shapes diverse enrollment, supports academic program demand, student retention and timely graduation, and produces highly qualified graduates with value added career outcomes.

B. Research and Creativity

Self Assessment

Board Evaluation

Identifies research and creativity strength, engages students and strategically builds capacity, funding and esteem.

C. Outreach and Strategic Initiatives

Self Assessment

Board Evaluation

Engages constituents in setting university direction, develops long-term strategic relationships, and acts opportunistically to solve complex problems, raise the profile of the institution, and generate new revenue streams.



D. Financial Stewardship

Develops financial plans which align budgeting with strategic mission objectives and academic priorities, optimizes enrollment, and enhances compensation and productivity.

Self Assessment

Board Evaluation

E. Fundraising and Foundation Relations

Develops a mutually beneficial working relationship with the foundation aligned with the strategic goals of the institution, develops alumni networks and giving rate, and identifies and cultivates donors to realize increased levels of fundraising.

Self Assessment

Board Evaluation

F. Athletics

Effectively leverages athletics for higher visibility, student recruiting and student life, realizes enhanced athletic conference positioning and makes progress towards greater revenue self-sufficiency.

Self Assessment

Board Evaluation

G. Leadership and Organizational Effectiveness

Engages the institution in a shared vision, inspires change, creates of a culture of service and academic success, develops effective communication strategies, promotes the brand, eliminates barriers, optimizes resources and processes, and adopts performance based and enterprise risk management principles.

Self Assessment

Board Evaluation

H. Board Relations

Directs the institution in concert with Board objectives and university mission, establishes a positive and constructive working relationship founded on trust, honesty and collaboration, keeps the Board timely and well informed, transparently provides information, and recommends actions and policies to benefit the institution.

Self Assessment

Board Evaluation

Performance Metrics



Performance Metrics to Improve Financial Stability, Rankings and Value Proposition

A. Student Success

1. Enrollment
2. Retention Rates
3. Graduation Rates
4. Placement Rates

B. Research and Creativity

5. Research Expenditures, Quality and Creativity

C. Outreach and Strategic Initiatives

6. Strategic Partnerships, Outreach Impact and Expenditures
7. Progress on Diversity and Inclusion

D. Financial Stewardship

8. Student Net Revenue
9. Compensation
10. Productivity

E. Fundraising and Foundation Relations

11. Alumni Giving Rate and Gift Revenue

F. Athletics

12. Progress Towards Increased Self-Sufficiency

G. Leadership and Organizational Effectiveness

H. Board Relations

Next Steps – Examine and Define Lead Indicators to Guide Strategies, Investments and Performance Improvement

	Performance Metric	Potential Leading Indicators
1	Enrollment	Number and percent of applications and admits by level, quality, geographic
2	Retention Rate	Student composite by level, quality, geographic market; first semester DFW grade
3	Graduation Rate	First math/English/science early grade; fall-to-fall and fall-to-spring retention
4	Placement Rate (w/graduate school)	Intern rate; student major distribution; alignment of colleges and career services
5	Research Expenditures, Quality and Creativity	Research grant expenditure forecast; likelihood of awards
6	Strategic Partnerships & Outreach Expenditures	Outreach award likelihood, partner identification & fit; stakeholder link
7	Progress on Diversity and Inclusion	Diverse recruitment, hires, access, outcomes, partners, curriculum
8	Alumni Giving Rate and Gift Revenue	Corporate contacts, giving forecast
9	Student Net Revenue	Tuition revenue and scholarship expense forecast by level, geographic market, need, merit
10	Compensation	Resource size and distribution, tuition and appropriation revenue
11	Productivity	Early registration SCH, research, temporary employees, course demand
12	Athletics I&G Dependency	Donations, season ticket sales

Timeline - Strategic Direction and Performance Management

Strategic Direction, Conceptual Design and Performance Targets	August – September 2018 Request Board Approval Oct-3-2018
Student, Faculty and Staff Input	September 2018 – June 2019
Dean & College Feedback	October - November 2018
Board of Regents Review	September – December 2018
Academic Departments	November 2018 – January 2019
Administrative Units	November 2018 – January 2019
Plan for Performance Assessment, Evaluation and Incentives	Request Board Approval January 2019