

# NMSU LEADS 2025 Retreat

OCTOBER 2019



**BE BOLD.** Shape the Future.

# Goals of the Retreat

Dan Arvizu, Chancellor

John Floros, President



**BE BOLD.** Shape the Future.

# Welcome!

- Ventana and Tortugas rooms
- Food, beverages, bathrooms
- Need help? Ask Carley, Loretta, or Melody



# Goals of the Retreat

- Build a common foundation
- Refine understanding of the four goals and activities
- Discuss use of metrics and data
- Start to create and implement your plan
- Build the team



## Other Goals

- Understand your role as a leader
  - Apply the NMSU LEADS 2025 framework
  - Lead your unit in furthering goals
  - Define metrics to measure progress
- Ask for help if needed
- No lecturing: Build peer learning, collaboration



# Our Request

- Participation is crucial
- Be both candid and courteous
- Full agenda: we will stick to the schedule



# Achieving the Four Goals

Justin Bannister



**BE BOLD.** Shape the Future.

# Achieving the four goals

- If we were to achieve our four NMSU LEADS 2025 goals, what would NMSU system
  - Look like?
  - Feel like?
  - Be seen as?

**Note: Write ideas on a sticky note to carry with you as you meet and talk with people.**





# Break



**BE BOLD.** Shape the Future.

# Goal Sessions



**BE BOLD.** Shape the Future.

# Goal Sessions

- A-L: Tortugas Room
- M-Y: Ventana Rooms
- 5 stations; 20 minutes at each station
- Take post-its and sharpie pen to share ideas and provide feedback.
- Timekeepers will be in each room



# Break



**BE BOLD.** Shape the Future.

# Goal Discussion



**BE BOLD.** Shape the Future.

# Goal Discussion

- What piqued your interest?
- What opportunities do you see?
- What barriers do you see?
- What will this mean to you in leading change?
- What help will you need? (training, tools, facilitators, etc)



# Lunch

Sit at tables for afternoon sessions



**BE BOLD.** Shape the Future.



# NMSU LEADS 2025 Retreat

## Challenges, Opportunities & Evaluation

John D. Floros



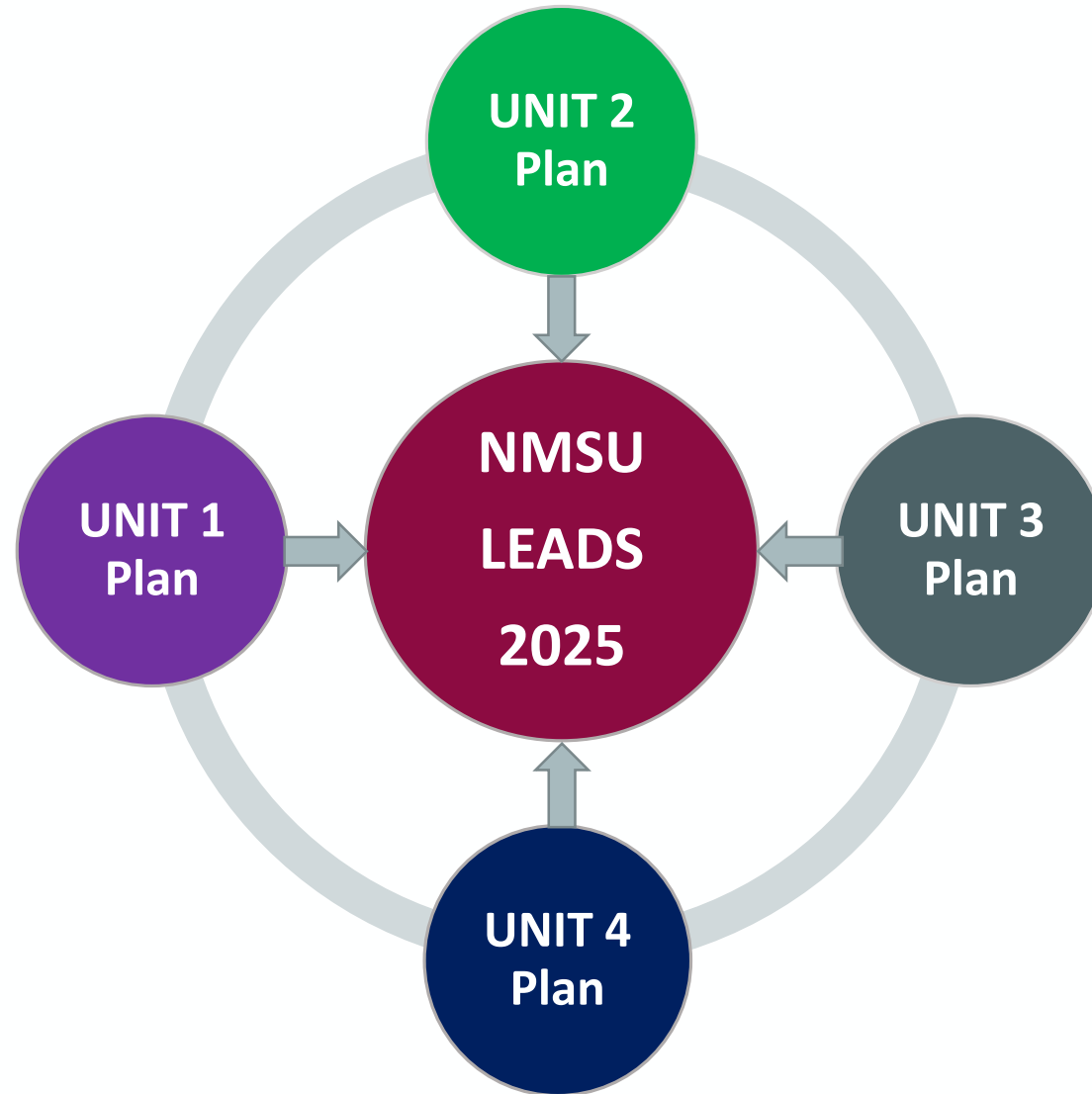
**BE BOLD.** Shape the Future.



**NMSU  
LEADS  
2025**



**BE BOLD.** Shape the Future.



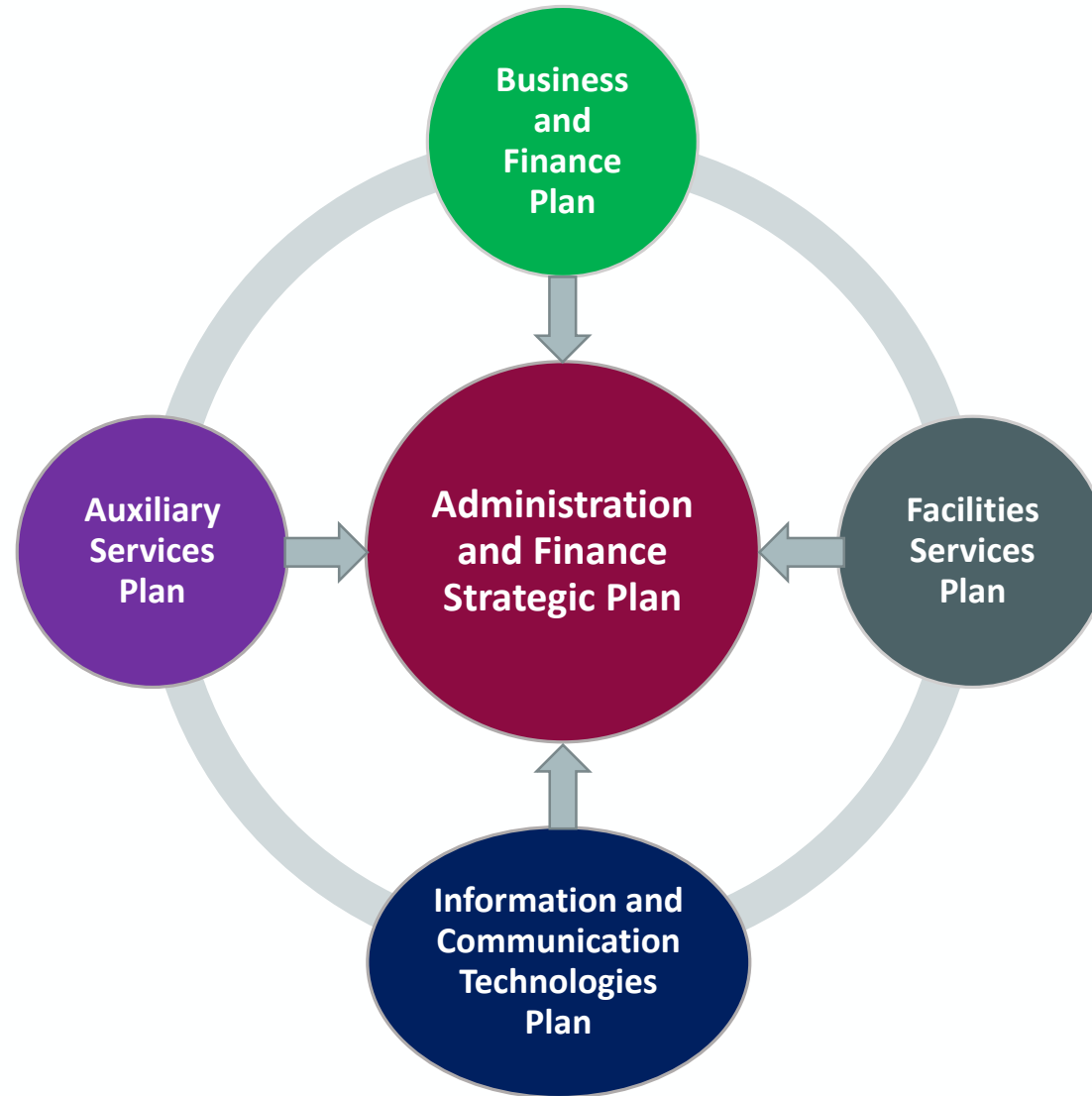
**BE BOLD.** Shape the Future.



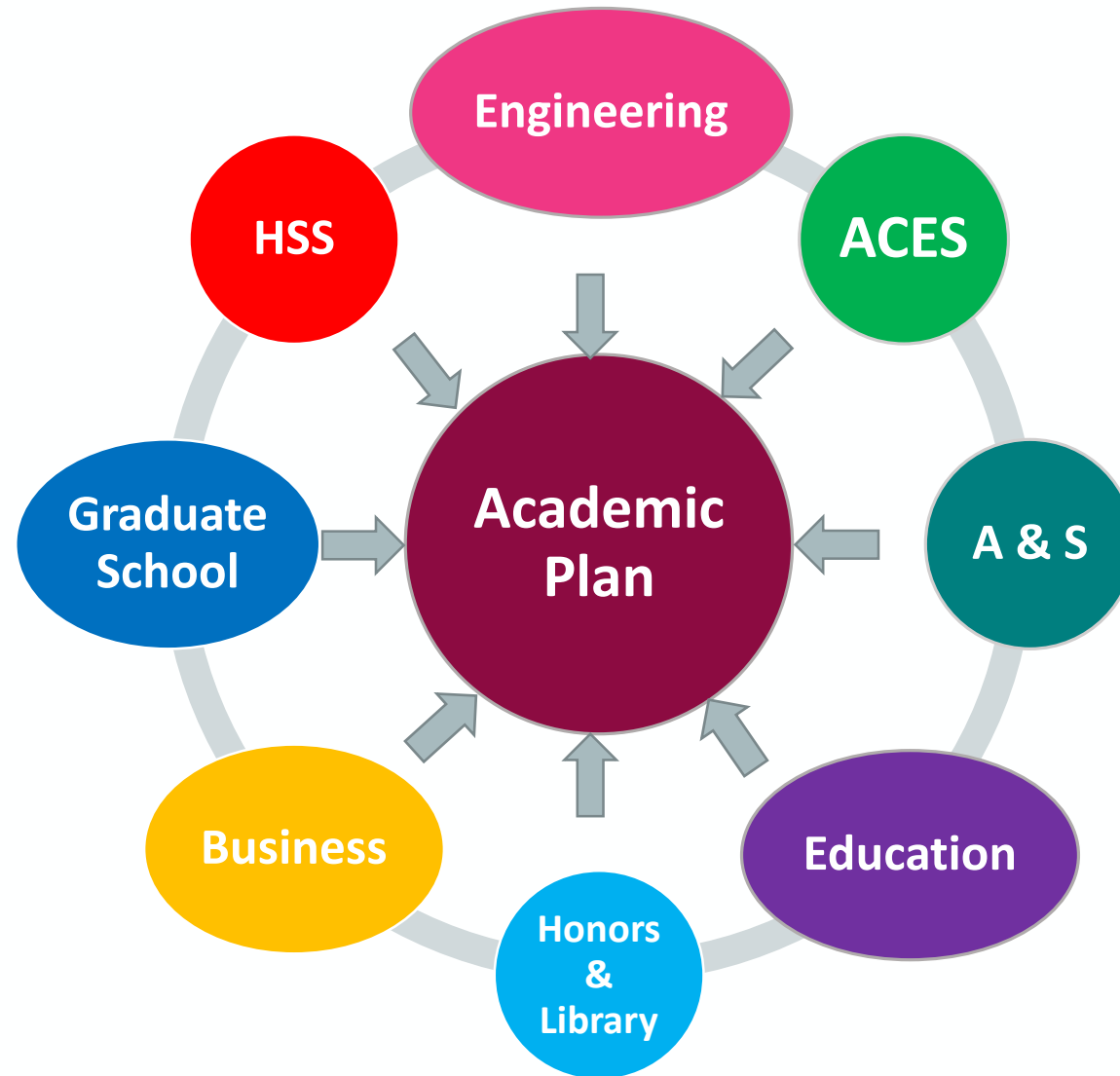
Source: NACUBO Annual Meeting 2019: The Power of Financial Modeling to Drive Success



**BE BOLD.** Shape the Future.



**BE BOLD.** Shape the Future.



# Challenges

- Students & Academic Programs
  - Research & Creative Activities
  - Outreach, Extension & Economic Development
  - Robust University
- 
- ✓ Leadership Training
  - ✓ Compensation plans



# Opportunities

- Student Social Mobility
  - Strategic Research Initiatives
  - Community Engagement
  - Budget Alignment
- 
- ✓ Evaluation process
  - ✓ Incentive-based budget model

# NMSU LEADS 2025 KPIs

1. Enrollment
2. Completion (persistence, graduation rate, degrees awarded, average time)
3. Net Price
4. Social mobility index (Such as CollegeNet)
5. Science & Engineering research and development expenditures
6. Non-Science & Engineering research and development expenditures
7. Outreach and extension expenditures
8. Personnel Assets (satisfaction, compensation, productivity, excellence)
9. Resource development
10. Budget alignment and productivity





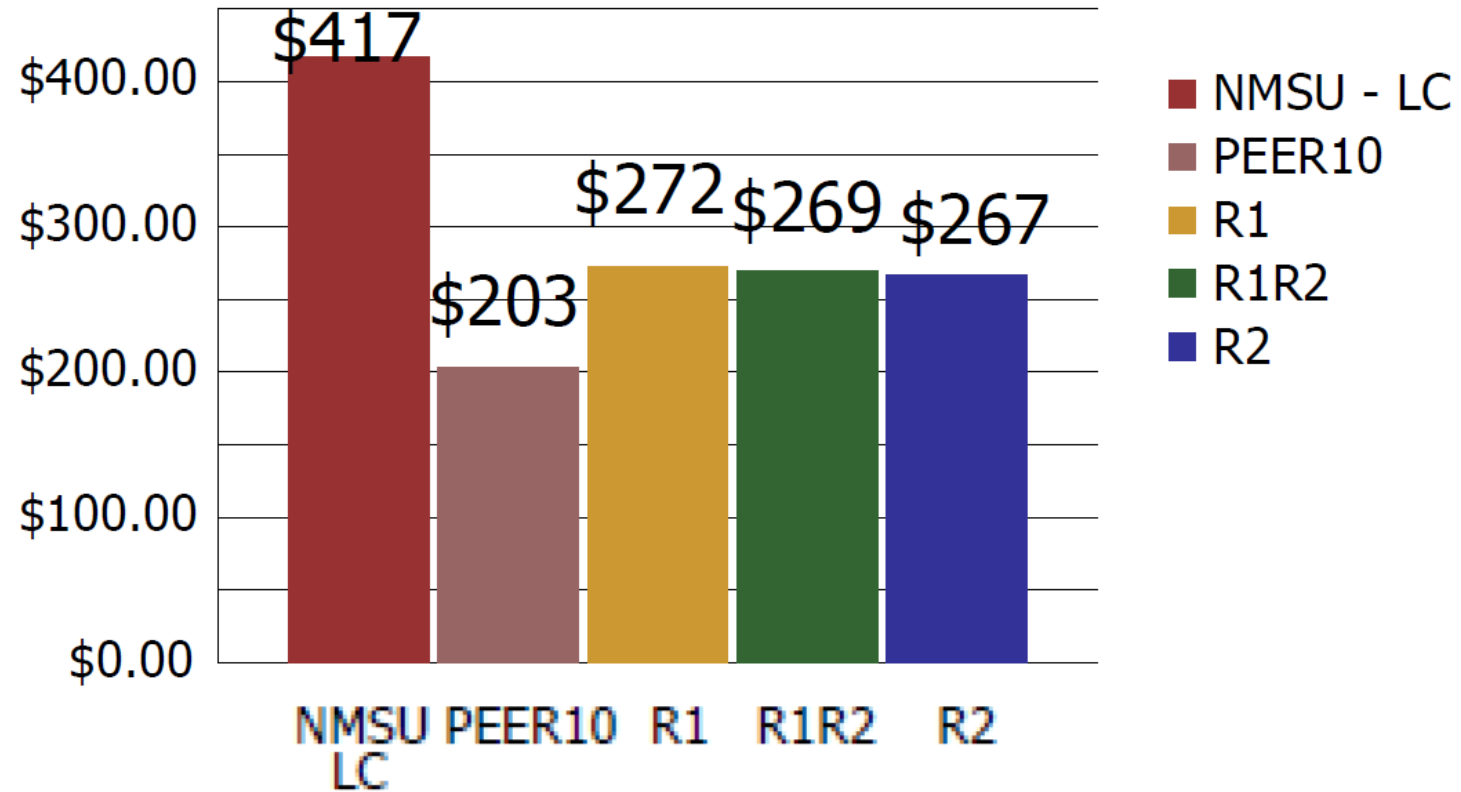
# Notes on the data

- Delaware Cost Study
  - Who is teaching what to whom and at what cost?
- Teaching related data by discipline
- Research and Service data by discipline



# Unit A Evaluation – Teaching

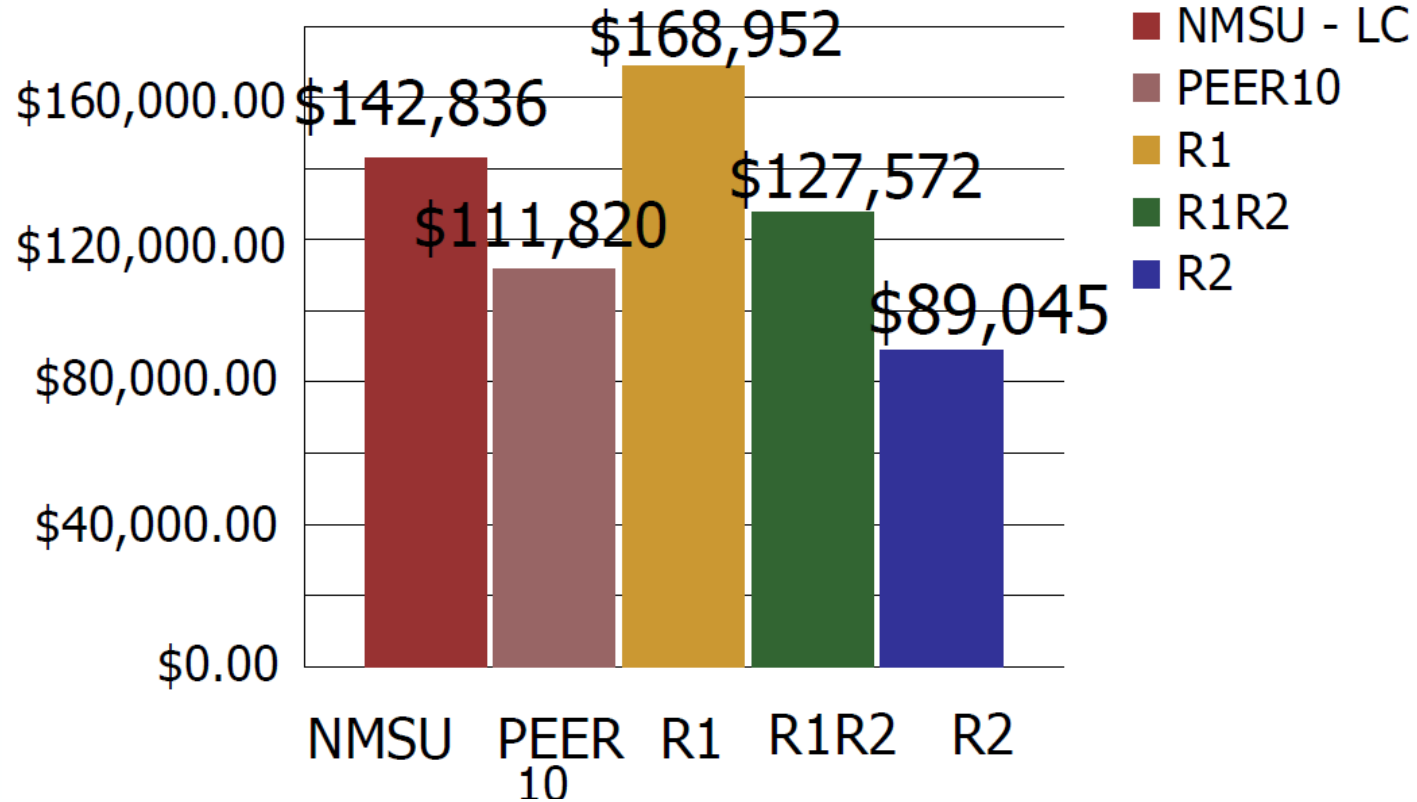
## Instruction \$ per Student Credit Hour



**BE BOLD.** Shape the Future.

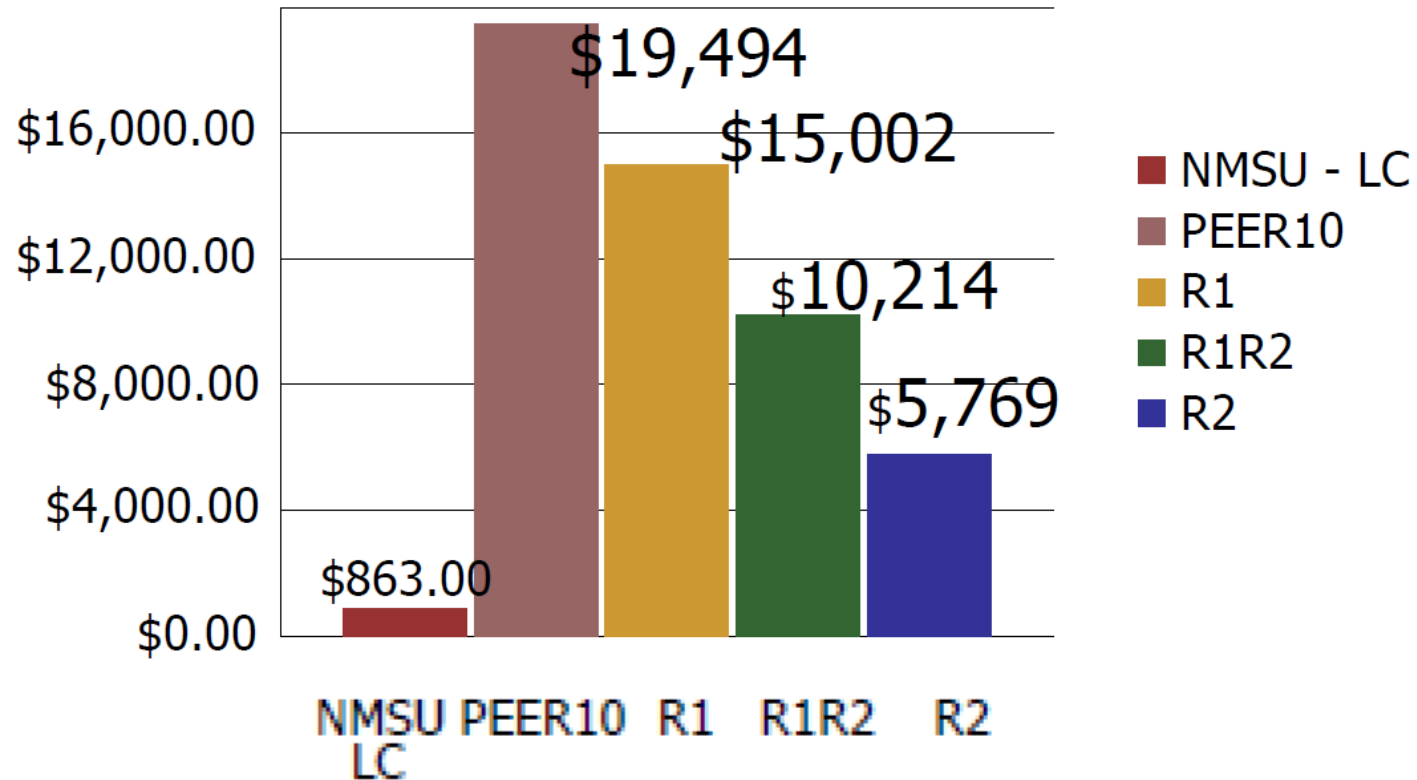
# Unit A Evaluation – Research

## Average Research \$ per Tenure System Fac



# Unit B Evaluation – Research

## Avg Research \$ per Tenure System Faculty



# Evaluation process

## Productivity Index ( $P_i$ )

$$P_i = \frac{B + T + R + E + O}{B}$$

# Productivity Index - University

2.1

$$P_i = \frac{B + T + R + E + O}{B}$$

2.0

1.9

1.8

FY15

FY16

FY17

FY18

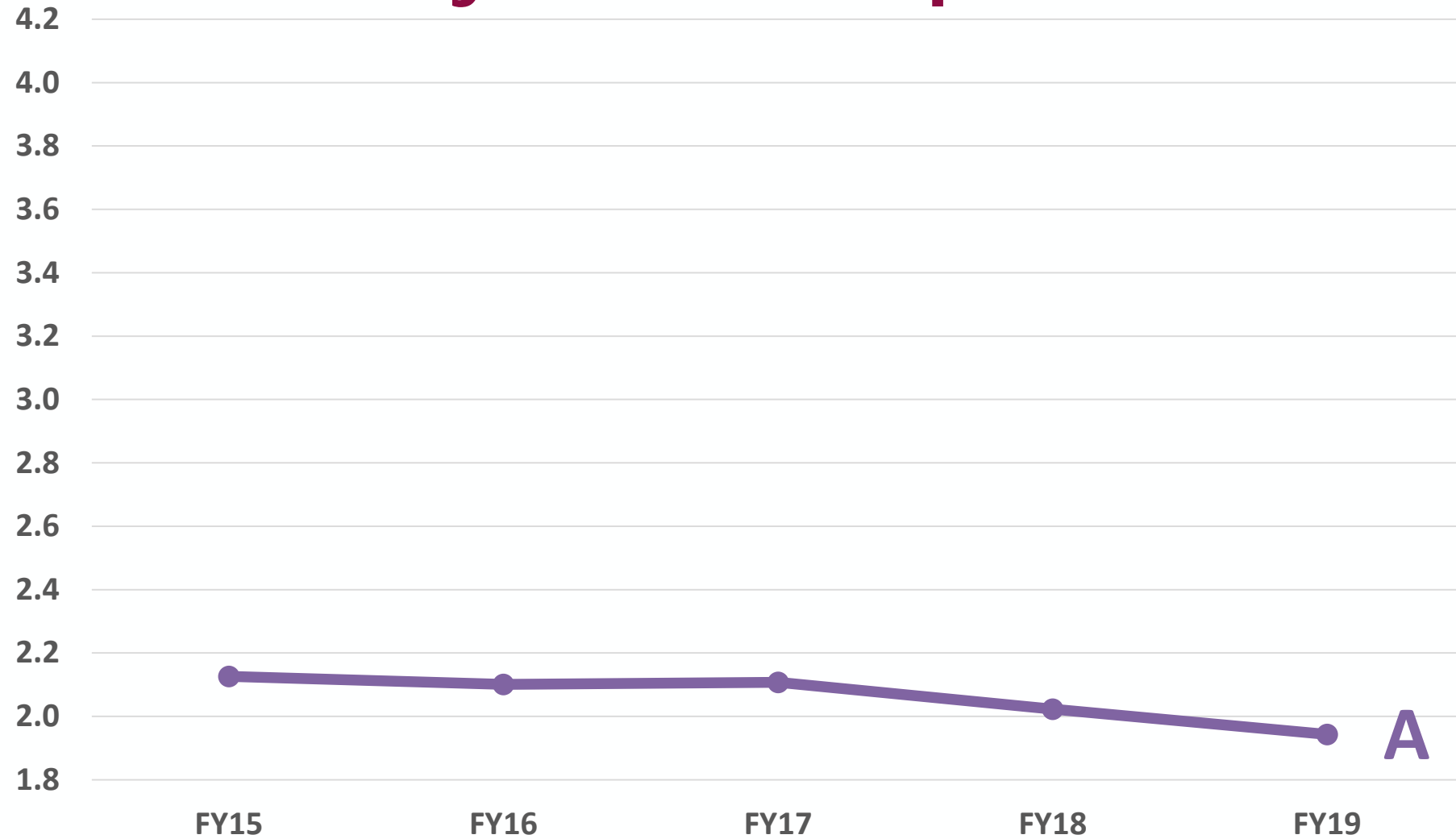
FY19

NMSU



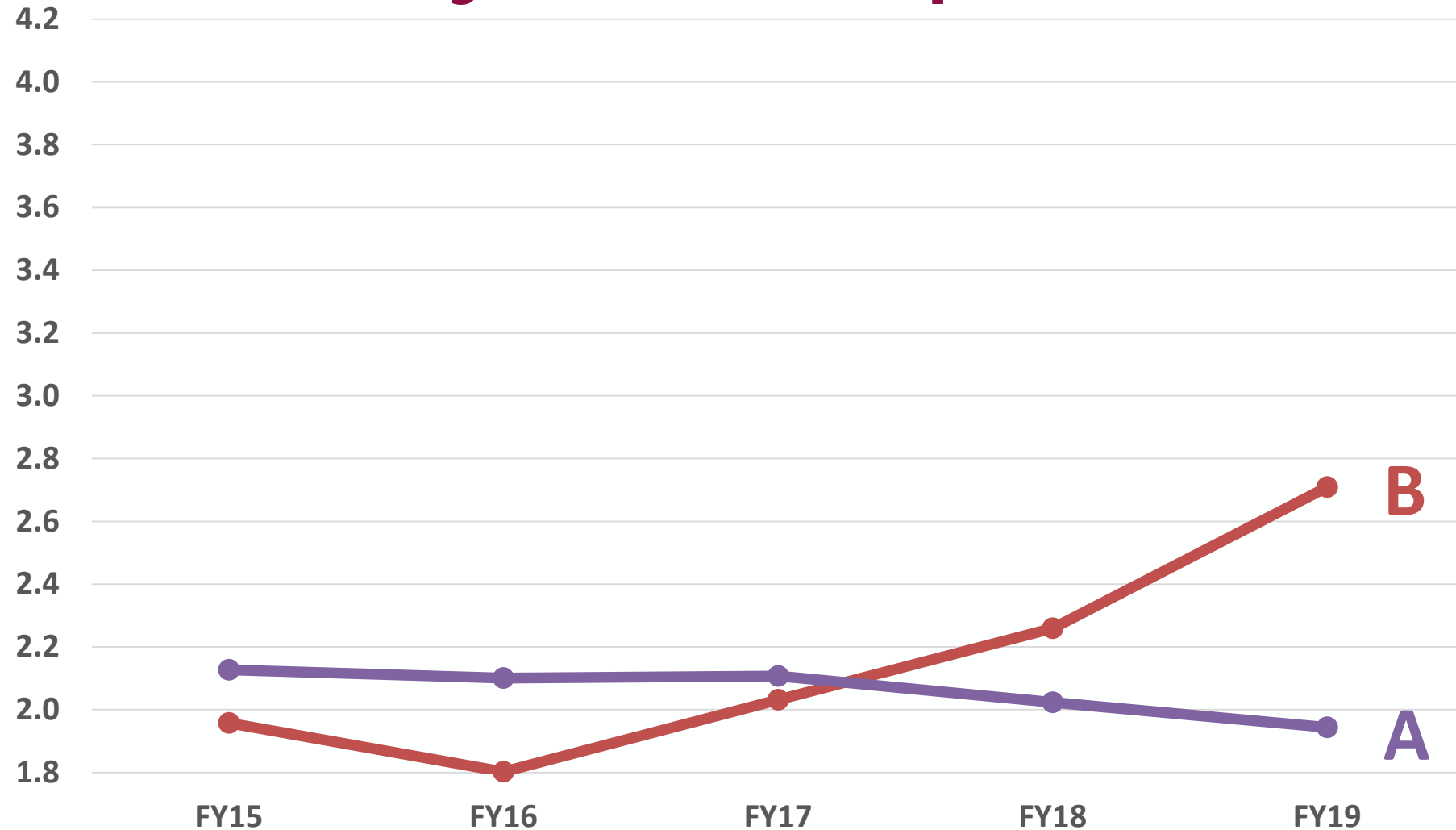
BE BOLD. Shape the Future.

# Productivity Index - Departments



**BE BOLD.** Shape the Future.

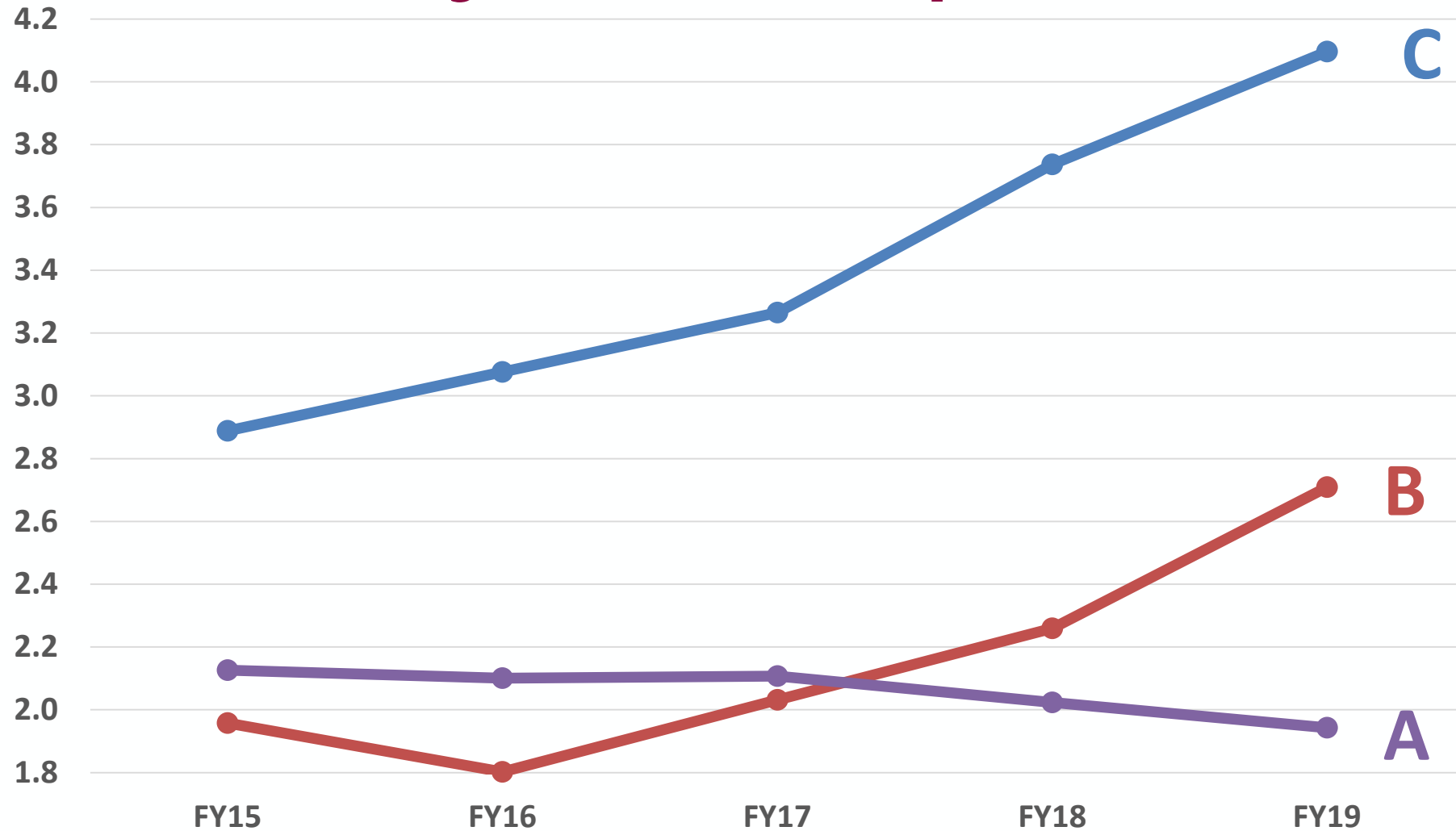
# Productivity Index - Departments



**BE BOLD.** Shape the Future.

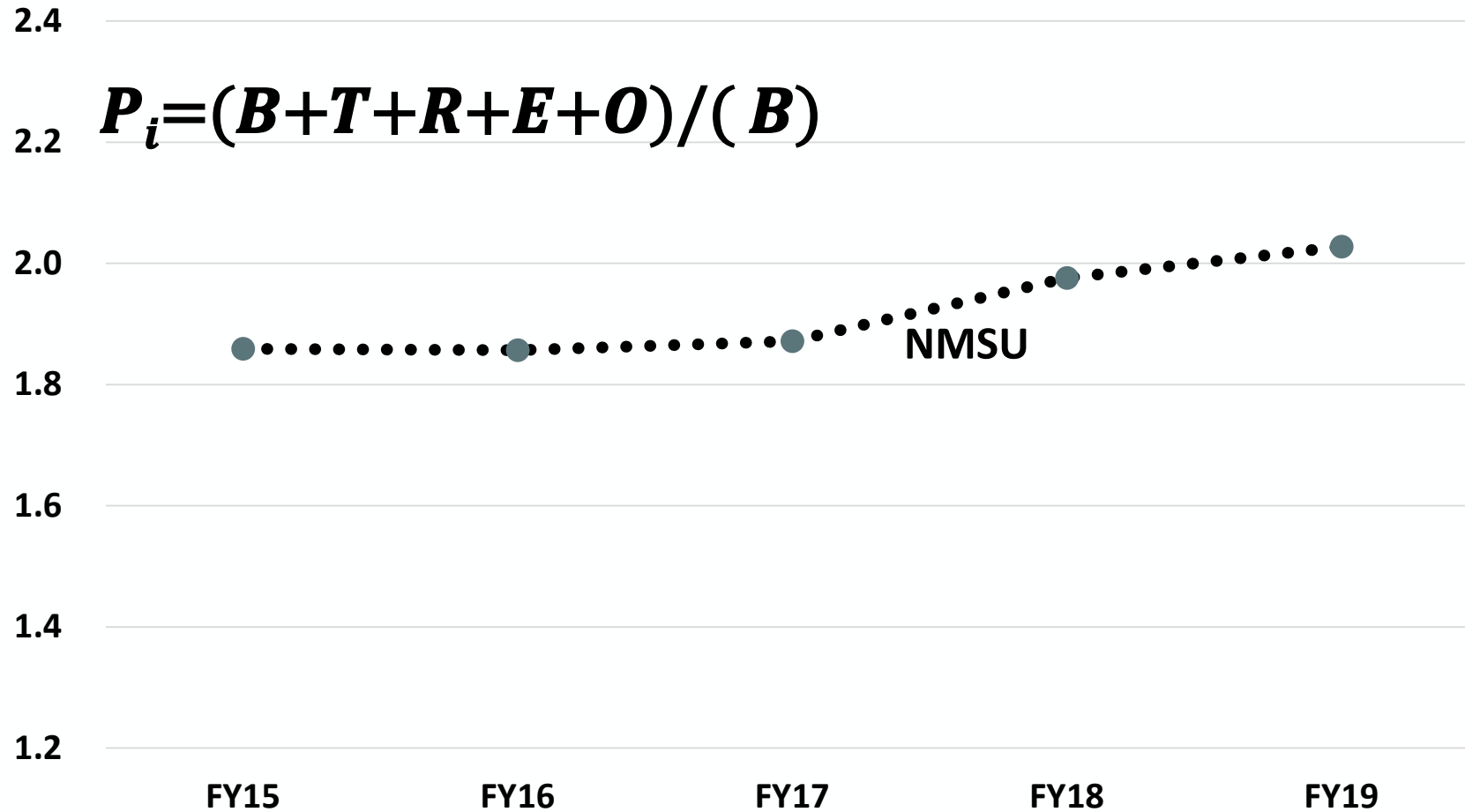


# Productivity Index - Departments



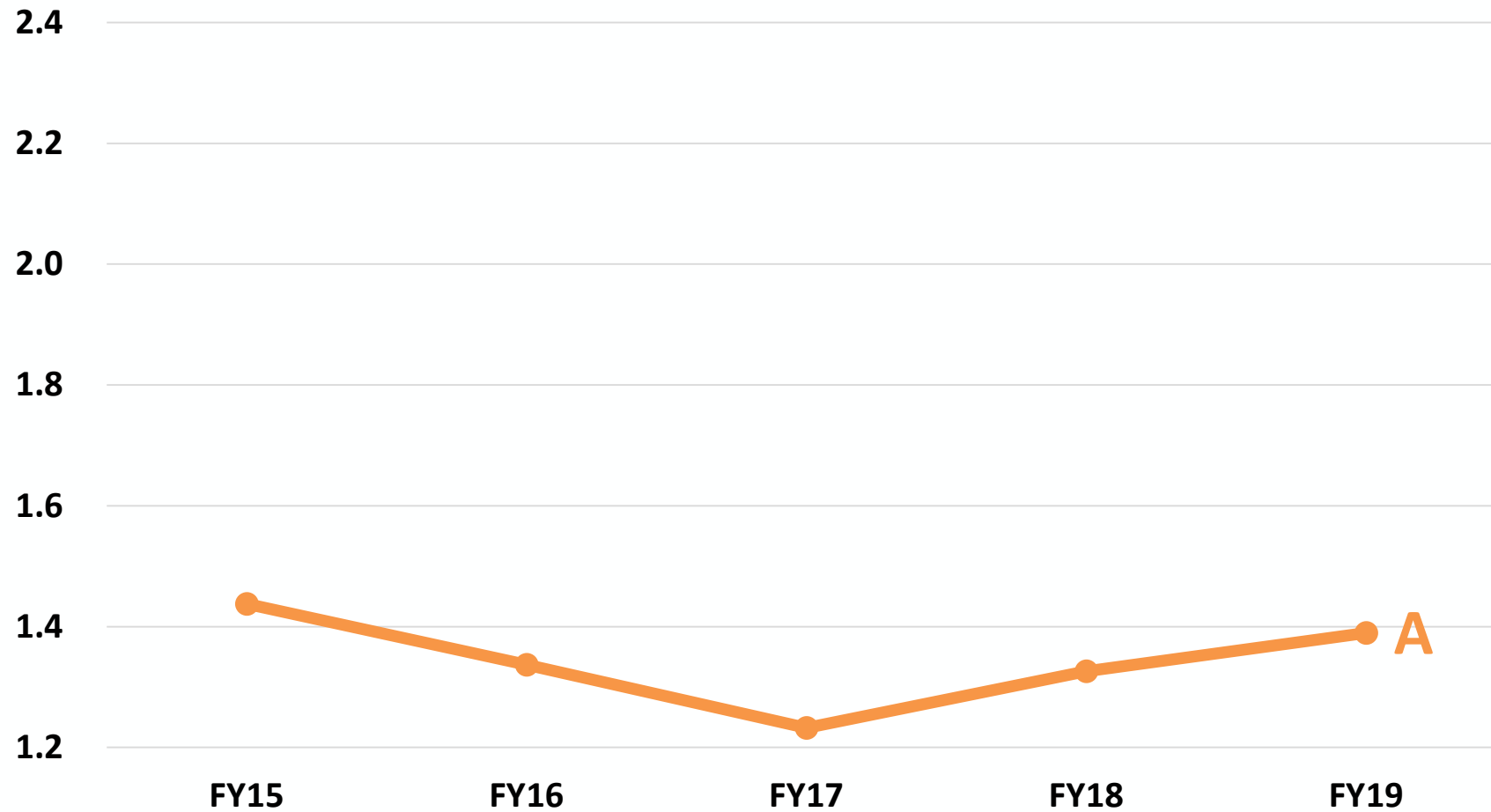
**BE BOLD.** Shape the Future.

# Productivity Index - University



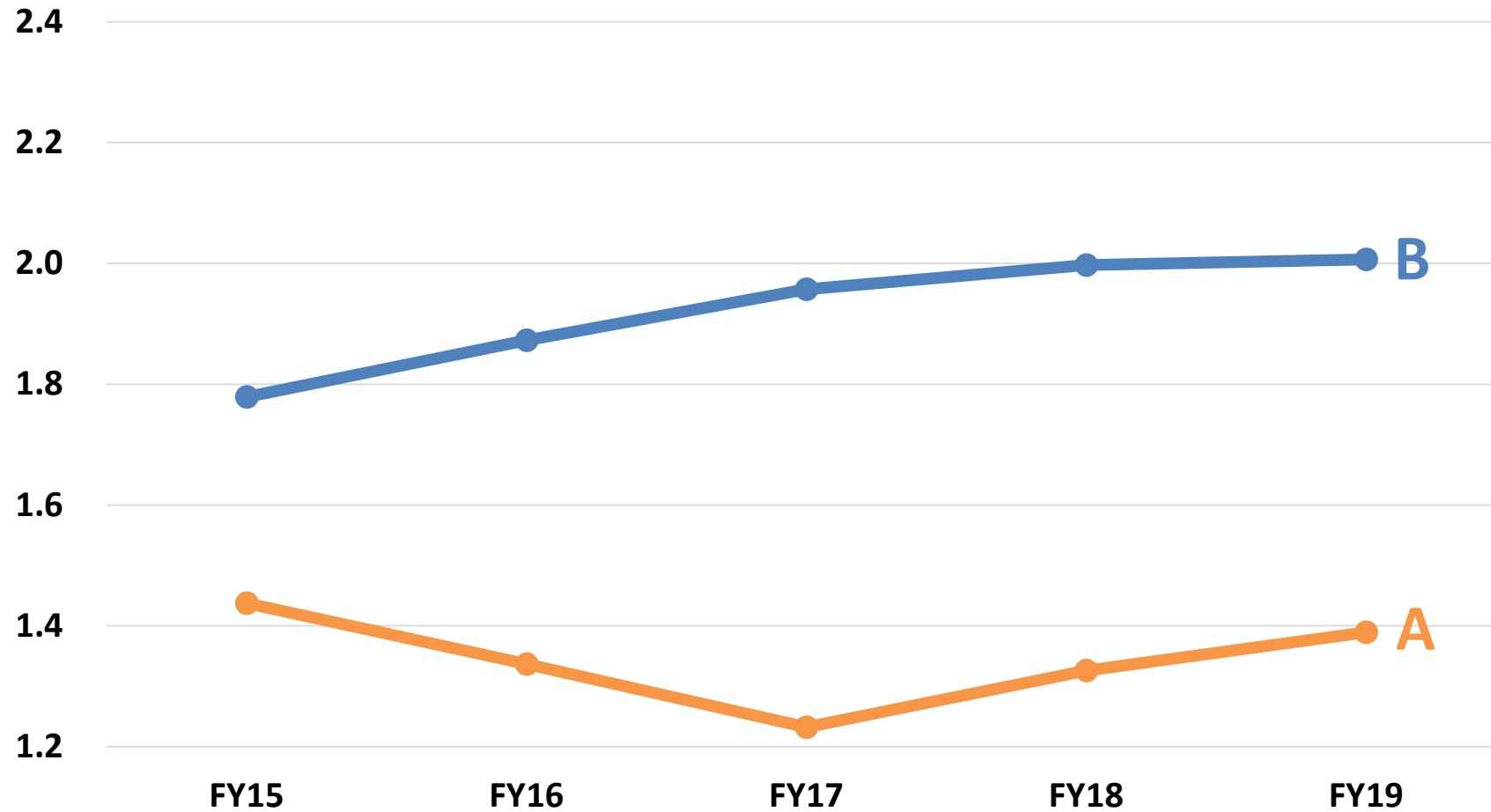
BE BOLD. Shape the Future.

# Productivity Index - Colleges



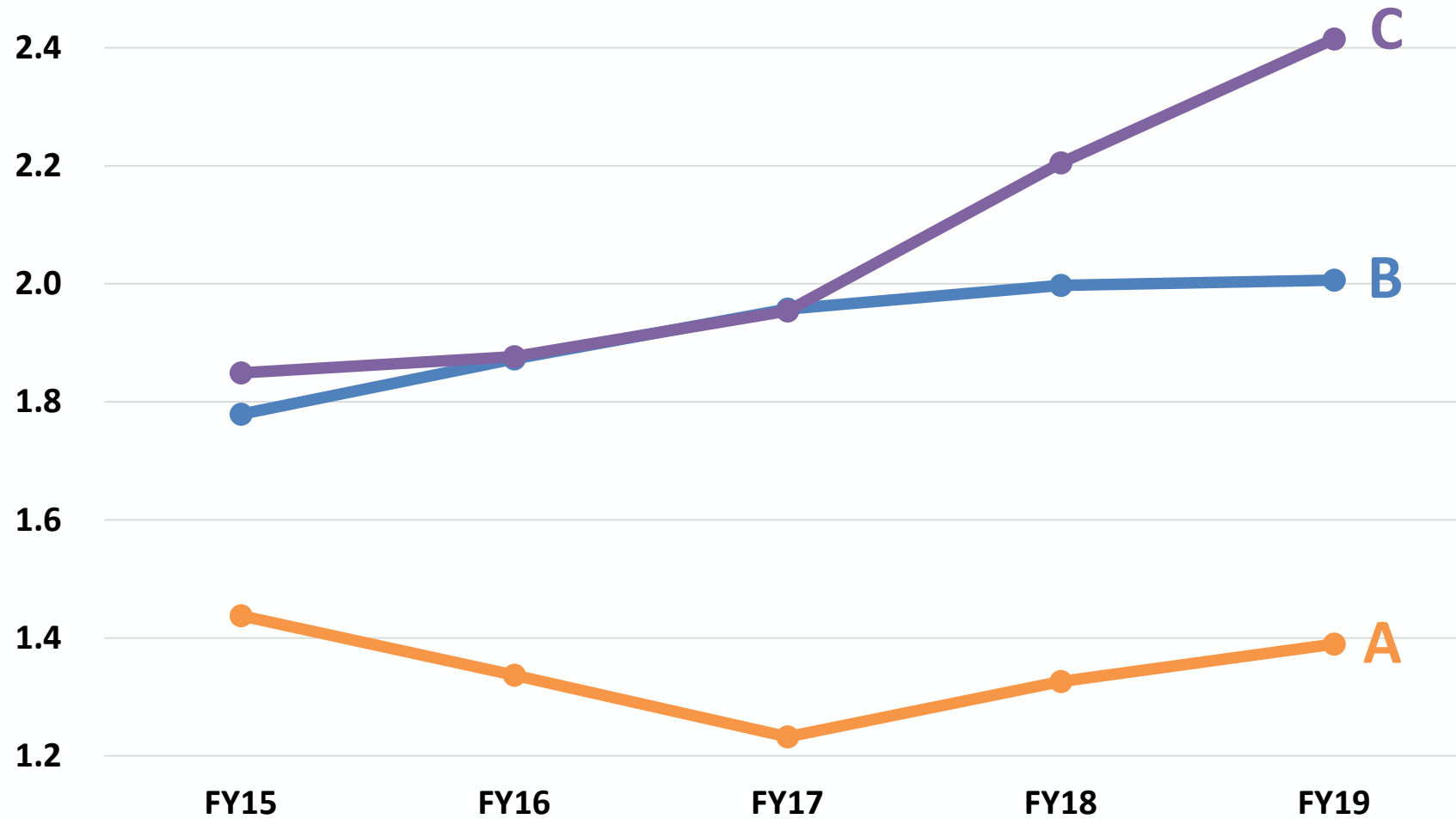
**BE BOLD.** Shape the Future.

# Productivity Index - Colleges



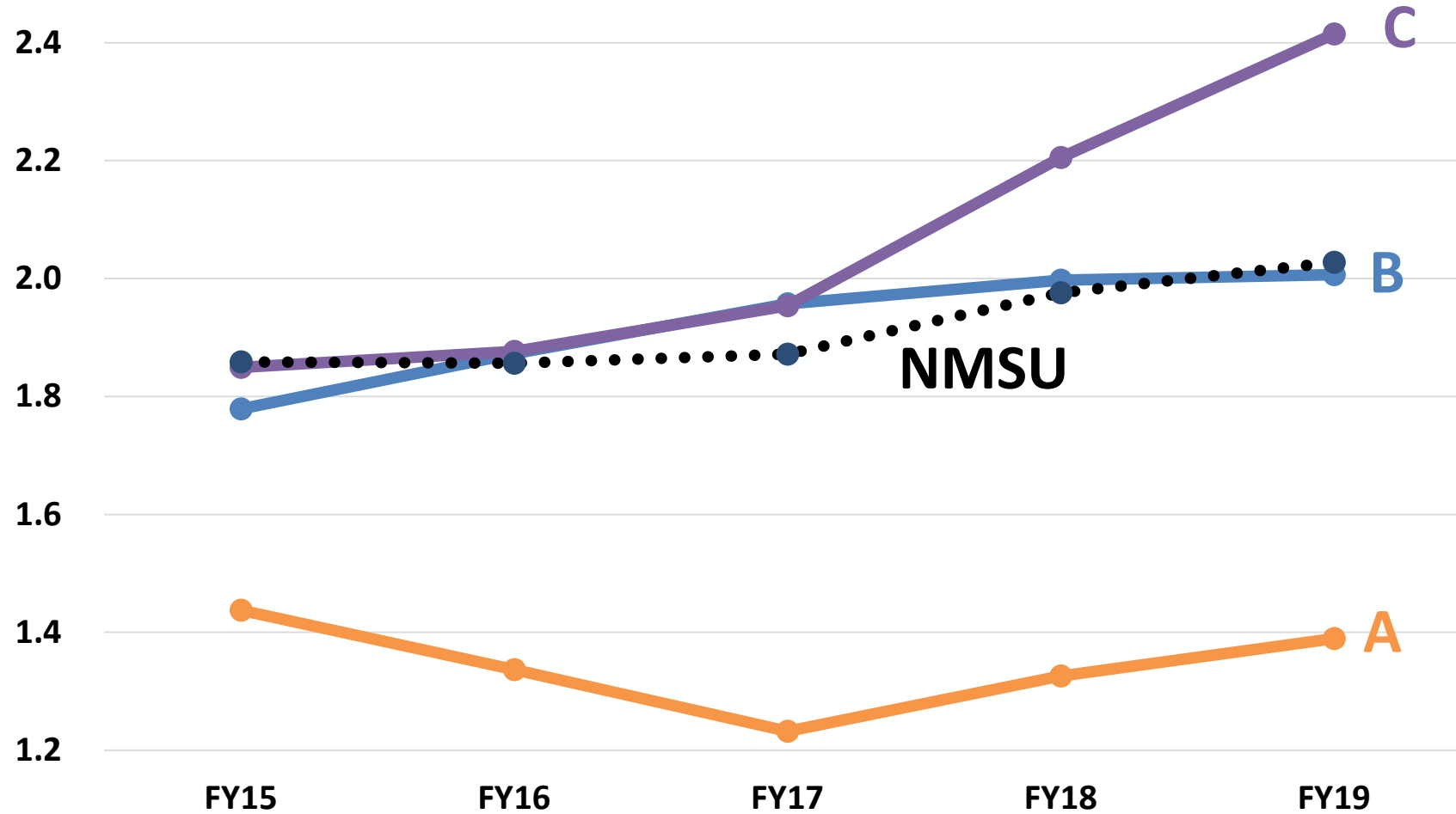
**BE BOLD.** Shape the Future.

# Productivity Index - Colleges



**BE BOLD.** Shape the Future.

# Productivity Index - Colleges



**BE BOLD.** Shape the Future.

# Incentive-based Budget Model

- Align administrative authority with financial responsibility and accountability at the local level
- Calibrate resources with priorities (make funding available through the annual budgeting process to achieve the goals of the strategic plan)
- Provide incentives for improved performance above target goals
- Spur thoughtful and measured risk-taking



# Leadership Qualities for Chairs

- Accept the Challenge
  - Vision, Responsibility, Hard Work, Confidence, Decisiveness, Ethics
- Follow the Pareto (80/20) Rule
  - Focus, Build, Communicate, Remain Flexible
- Embrace Change
  - Advocate, Facilitate, Discuss, Assure Positive Results
- Become A Role Model
  - Respect, Honesty, Fairness, Humor, Care, Compassion





# Dialogue



**BE BOLD.** Shape the Future.

# Make NMSU LEADS 2025 Your Own: Developing a Plan

Ruth Johnston

Justin Bannister



**BE BOLD.** Shape the Future.

# Developing a Plan

- What are your actions and priorities to move NMSU LEADS 2025 forward?
- Regarding the 4 goals:
  - What can your unit do to align?
  - What activities will you need to complete?
  - Who will be involved?
- Complete the Action Plan template for at least two goals



# Break



**BE BOLD.** Shape the Future.

# Plan Discussion & Refinement



**BE BOLD.** Shape the Future.

# Plan Discussion & Refinement

- Work with people nearby
- Share ideas and collect feedback
- Identify 1-2 ideas per larger group to share with the whole group



# Report Out



**BE BOLD.** Shape the Future.

# Break



**BE BOLD.** Shape the Future.



# Next Steps, Retreat Evaluation & Thank You



**BE BOLD.** Shape the Future.

# Next Steps

- Refine Action plans
- Submit strategic plans by December 15, 2019
- Provide Feedback
- **Teaching Academy Workshop:**  
**Writing Strategic Plans that Align with NMSU LEADS 2025**  
**Monday, November 4, 10:30-11:45 AM**



# Evaluation

- What worked and what did not?
- Place specific feedback on flipchart paper:
  - ++ indicates great
  - + indicates needs improvement

# Thank you

- **Writing Strategic Plans that Align with NMSU LEADS 2025**  
Monday, November 4, 10:30-11:45 AM  
Teaching Academy Workshop

