

**NEW MEXICO STATE UNIVERSITY
COLLEGE OF ARTS AND SCIENCES**

STRATEGIC PLAN

PREPARED BY

THE ARTS AND SCIENCES COLLEGE PLANNING AND BUDGET COMMITTEE

May 2009

INTRODUCTION

In August, 2008 the Provost charged the college Deans with developing college strategic plans. In September, 2008, the Dean gave the A&S College Planning and Budget Committee the task of developing the Draft A&S strategic plan. In order to provide a more balanced committee two additional members were appointed to the committee*. Using the NMSU Living the Vision (LTV) document as a template, the committee worked from October, 2008 through April, 2009 to complete three major tasks. They were: 1) review the NMSU Living the Vision and other associated documents. 2) develop the college's mission and vision statements, (The committee used the document, *Writing Compelling Mission and Vision Statements* as a guide www.timethoughts.com/goalsetting/vision-statements.htm), and 3) develop goals for each of the five areas contained in the LTV document. In April, 2009, the draft plan was presented to the department heads for review by their faculty.

The first section of the plan identifies the LTV mission and vision statement, as well as the definition of a premier university. These statements are the foundation of the college's mission and vision statements. The bulk of the document is divided into the five goals sections as specified in the LTV. They are loosely identified as: Academics, Diversity, Scholarship, Economic and Community Development, and Stewardship of Resources. For each section the LTV goals are stated and followed by the college goals.

The members of the committee include:

Rene Walterbos, Chair
Lee Hamilton*
Tim Ketelaar*
Jonathan Cook
Tim Lawton
Pat Morandi
Laura Spitzer
Graciela Unquez
Connie Voisine
Robert Czerniak, ex officio

*Added to the committee

From Living the Vision

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.

ARTS AND SCIENCES COLLEGE

MISSION

The College of Arts and Sciences provides the core liberal arts education that prepares students to be knowledgeable and responsible citizens of the world by conducting and promoting research, scholarship, creative endeavors and outreach to fulfill the land grant mission of the university.

VISION

By 2020 the College of Arts and Sciences will rank as the premier college in the state for liberal arts education as evidenced by expanding and improving undergraduate and graduate education as well as increasing research and scholarship opportunities.

LTV Goals, Performance Standards and Objectives

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

Provide all students access to high quality educational programs in the arts, humanities and sciences at the Bachelor's, Master's and Doctoral levels.

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

COLLEGE OF ARTS AND SCIENCES GOALS-Academic Programs

By the end of their first semester, all Arts and Sciences students will have either declared an academic major or declared an area of study-Arts, Humanities, Social Science or Science. The college will have advisors trained to help students identify and select an appropriate major within these areas of study.

Increase the number of freshman declared majors who graduate within six years by five percent.

Increase the quality and number of distance education offerings and degree programs.

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

Promote and maintain a diverse, high quality 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, staff and faculty similar to New Mexico's demographics
- 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

COLLEGE OF ARTS AND SCIENCES GOALS- Diverse and Qualified Faculty and Students

Promote and maintain a diverse, scholarly and creative college.

Make every effort to recruit and hire highly qualified faculty.

Make every effort to increase faculty and staff diversity.

Work with central administration to develop and maintain a college environment that supports excellence in scholarship.

The college will strive to maintain and retain quality faculty.

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

Promote scholarship that enhances faculty teaching effectiveness and advances knowledge in the arts, humanities and science.

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

COLLEGE OF ARTS AND SCIENCES GOALS-Scholarship

Promote scholarship that enhances faculty expertise in arts, humanities, social sciences, and sciences.

Increase faculty participation in peer reviewed scholarship similar to peer institutions.

The college will support and facilitate interdisciplinary research.

The college will work with departments to increase opportunities for faculty research and creativity.

The college will expand flexibility in teaching, research, and service loads.

Departments will track student placement in graduate school and academic positions after graduation with assistance from the NMSU alumni association.

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

Provide leadership and expertise in support of New Mexico's economic, social, cultural, political, educational and community development.

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

COLLEGE OF ARTS AND SCIENCES GOALS- Economic, Social and Community Development

Increase technology innovation and transfer from college research and creative activity.

Increase the number of students recruited from community colleges.

Support the scholarship of engagement through university wide extension.

Expand support for teacher education and curriculum improvement in K-12.

Expand existing programs and develop new programs for military personnel, veterans, and their families.

Increase the number of graduates who stay in New Mexico who obtain high paying and rewarding employment.

Expand the number of in-state internships and cooperative agreement opportunities in the public and private sectors.

Departments will track student employment after graduation with support from the NMSU Alumni Association.

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

Enhance and steward the college's resources, including financial, human, physical and technological resources.

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 consistent with NMSU's performance plan
- Consistently meet or exceed all state fiscal watch financial ratios

COLLEGE OF ARTS AND SCIENCES GOALS- Stewardship of Resources

Ensure resources for excellence in instruction, research, service and outreach.

Responsibly allocate resources to reflect increases and decreases in enrollment, formula funding, student credit hours, and external funding consistent with NMSU's performance plan.

Augment resources for instruction, research, service, and outreach.

Increase the overall endowment of the college:

Increase the number of undergraduate and graduate endowed scholarships.

Increase the number of endowed faculty chairs.

Writing Compelling Mission and Vision Statements

Vision statements are often confused with mission statements,

but they serve complementary purposes.

MISSION: Defines the fundamental purpose of an organization or an enterprise, basically describing **why it exists**. It concentrates on the present. It defines the customer and the critical processes. It informs you of the desired level of performance. With an established business where the mission is established, many times, the mission guides the vision statement and the rest of the strategic plan. Either way, you need to know your fundamental purpose - the mission, your current situation in terms of internal resources and capabilities (strengths and/or weaknesses) and external conditions (opportunities and/or threats), and where you want to go - the vision for the future. It's important that you keep the end or desired result in sight from the start.

VISION: Defines the **desired or intended future state** of a specific organization or enterprise in terms of its fundamental objective and/or strategic direction. A vision statement is a vivid idealized description of a desired outcome that inspires, energizes and helps you create a mental picture of your target. It could be a vision of a part of your life, or the outcome of a project or goal. The best vision statements for result areas describe outcomes that are five to ten years away, although some look even further out.

Summarize Your Vision in a Powerful Phrase

If possible, try to summarize your vision using a powerful phrase in the first paragraph of your vision statement. Capturing the essence of your vision using a simple memorable phrase can greatly enhance the effectiveness of your vision statement. This phrase will serve as a trigger to the rest of the vision in the mind of everyone that reads it.

Take for instance Microsoft's vision of "A personal computer in every home running Microsoft software." This simple yet very powerful phrase can be used throughout the organization (hallways, internal web pages, plaques, etc.) to remind everyone of the vision.

If you are having trouble coming up with your summarizing phrase, try adding *after* you've written the rest of the vision statement.

Adaped from: <http://www.timethoughts.com/goalsetting/vision-statements.htm> and Wikipedia.org

COLLEGE OF ARTS AND SCIENCES
DEPARTMENT NAME HERE

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DEPARTMENT MISSION

COLLEGE VISION

By 2015 the College of Arts and Sciences will rank as the premier college in the state for liberal arts education as evidenced by expanding and improving undergraduate and graduate education as well as increasing research and scholarship opportunities.

DEPARTMENT MISSION

Goal 1. Retain a competitive percentage of students to degree completion at all academic levels (Increase the number of students retained at all academic levels.)

The department will retain 5% more of its majors each year until its retention rate is 65% of existing majors. The department will commit one faculty member to work on a retention committee for the college.

Goal 2.

Performance Measure(s) (indicator)

Goal 3.

Performance Measure(s) (indicator)

Goal 4.

Performance Measure(s) (indicator)

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