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This report showcases a few of the many achievements and initiatives seen throughout the College of Arts and Sciences (A&S) during the 2020-2021 academic year. The report provides a brief overview of the college followed by a targeted breakdown of initiatives as they relate to NMSU LEADS 2025. Finally, the report concludes by discussing goals for the 2021-2022 academic year.

Enrico Pontelli
Dean, College of Arts and Sciences
Mission
The College of Arts and Sciences is the intellectual core of New Mexico State University, providing cutting-edge academic programs supported by active research and creative activities. The College provides the foundational education for every NMSU student and a wide array of degrees preparing students to be life-long learners, knowledgeable and responsible citizens of our world.

Vision
By 2025, the College of Arts and Sciences will excel in promoting academic success and social mobility for a diverse student population, sustain the university-wide vision of achieving the highest Carnegie research status (R1) through exceptional research programs and creative activities that will contribute to the social and economic development of communities locally, state-wide, and nation-wide.

Values
Central to the College of Arts and Sciences land-grant mission our core values are:

- **Rigor and Excellence**: We believe the best education is rigorous, challenging, and demands perseverance. We believe that the best creative and scholarly work demands the same efforts. Those who excel in these endeavors should be recognized, cultivated, rewarded, and celebrated.
- **Exploration and Discovery**: We value and strive for excellence in research, scholarship, and creative activities, positioning the College to be a leader in discovery and innovation, meeting the challenges of modern society, and improving lives.
- **Accessibility**: We value being accessible to the diverse people of New Mexico and beyond. We value education and research that is inclusive, available, and affordable. We recognize diversity as a strength and an opportunity for excellence and success. We are the gateway to learning for all students, which provides us both an opportunity and responsibility to impact their learning experience in a positive way, developing a sense of inclusion, belonging, and respect. We value serving the citizens of New Mexico, achieving a sustainable existence in the environment we occupy, and integrating ourselves into the community and region of the border Southwest.
- **Learning and Knowledge**: We value learning and knowledge for their own sake, and creating broadly educated members of society who can think critically and improve their communities. We strive to model a love of learning and to instill a desire for a lifetime of learning. We value providing advanced education and scholarship through strong graduate and undergraduate programs.
The Dean’s Council is an advisory council of volunteers who use their knowledge and influence to further the College’s goals and to participate in ensuring future success. The mission of the Dean’s Council is to support the College of Arts and Sciences Dean, faculty, and students in the pursuit of excellence in teaching, research, service, and outreach.
ENROLLMENT

<table>
<thead>
<tr>
<th>Faculty Members</th>
<th>Undergraduate Students</th>
<th>Graduate Students</th>
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<tbody>
<tr>
<td>296</td>
<td>4,283</td>
<td>692</td>
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ACADEMICS

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<tr>
<th>Journal Articles Published</th>
<th>Conference Proceedings</th>
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<tr>
<td>278</td>
<td>62</td>
<td>24</td>
</tr>
<tr>
<td>(textbooks, scholarly books, edited volumes, and non-scholarly books)</td>
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RESEARCH CENTER

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<tr>
<th>Requested Funding Grants &amp; Contracts</th>
<th>Funding Awarded Grants &amp; Contracts</th>
<th>Grants &amp; Contracts Submitted</th>
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<tr>
<td>$108M</td>
<td>$23.2M</td>
<td>170</td>
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Nationally ranked Animation and Visual Effects Program

Nationally ranked Animation and Visual Effects Program

Ranked 50th in Criminal Justice Online Master’s Programs

Elba Serrano
100 Inspiring Hispanic/Latinx Scientists in America

Rus Bradburd
Fulbright Fellow

Laura Madson
2020 George Winokur Clinical Research Award

Connie Voisine
Guggenheim Fellowship

Erik Yukl
NSF Investigator-Initiated Research Project Grant

Kathryn Hanley
NSF/RAPID SARS-CoV-2 and USDA/ARS Grants
FACULTY & STAFF AWARDS

Arts and Sciences Awards

Exempt Staff Award
Amy Marion – Biology
Michael Wise – Theatre Arts

Outstanding Faculty Outreach
Georgina Badoni – Anthropology
Wladimir Lyra – Astronomy

Outstanding Faculty Teaching
Mary Ballyk – Mathematical Sciences
Nancy Chanover – Astronomy
Ilana Lapid – Creative Media Institute

Outstanding Faculty Scholarship
Scott Ferrenberg – Biology
Simon Gollo – Music

Outstanding Department Head
Dennis Giever – Criminal Justice
Wil Kilroy – Theatre Arts

S.P. Manasse and Margaret Manasse Endowed Fund Award
Lois Stanford – Anthropology

University-Wide Awards

NMSU Roush Award
Derek Chase – Creative Media Institute
Avis James – Biology

Christmore Awards for Teaching Excellence:
Nichole Hamilton – Theatre Arts
Kate Bove – Languages and Linguistics
In 2020, most performance-based works were simply canceled, but many of our departments found alternative methods of producing content and engaging with the local and global community through zoom or YouTube. Such performances included musical and theatrical showcases as well as creative combinations of visual and performance-based media.

The NMSU Pride Band was featured in The New York Times for members, Gabriella Alvarez and Kevin Vigil, ingenuity in developing face masks that enabled band members to safely practice their instruments. The masks were sold nationally with profits benefiting student scholarships.

On Saturday, April 11, 2020, a live simultaneous collective performance, Let’s Crash Together, was hosted on Zoom by the San Antonio-based artist Joey Fauerso in collaboration with the University Art Museum (UAM). UAM invited the full online community to build impermanent sculptures with their children to crash collectively. Over 35 families and individuals joined us from across the globe for this exciting digital event. This video, accessible through the UAM website and Youtube channel, is ongoing. According to Fauerso, “It was a collective expression of the joys and chaos of 24-hour home parenting.” This final performance and video captured the moments where all those attending were able to connect virtually and unite in a gesture of creative destruction through the collective crash!
Government Department - In November 2020, the Department of Government hosted a post-election webinar that featured faculty, students, and two alumni, **State Representative Angelica Rubio** (NMSU, BA Government 1999) and the newly elected **State Senator Carrie Hamblen** (NMSU, Masters of Public Administration 2014), who shared their experience of their election campaigns and their aspirations for the following legislative session. Alumni, current and former faculty, and students were invited to discuss the significance of the November 2020 elections at the local, state, and national levels.

Biology Department - The Biology Department hosted two research seminars with NMSU Biology graduates. **Cindy Yeh** was a former undergrad in the Unguez lab who won the prestigious Goldwater Scholarship and is now a Ph.D. student at the University of Washington. There she is studying mutation rates and evolution using genomic approaches with yeast as a model organism. The department also hosted **Danielle Miyagashima**, a former undergrad in the Unguez lab who was admitted to the MD-PhD program at Yale University. She is currently completing her Ph.D. component of her dual degree where she is using genomic approaches to meningioma, a tumor that forms near the brain.
When the pivot to online course delivery in March 2020 occurred, the College assembled an A&S Online Task Force of seasoned online instructors (Nancy Chanover, Astronomy; Marija Dimitrijevic and Carlos Posadas, Criminal Justice; Jeff Longwell, Languages and Linguistics; and Julie Steinkopf, Sociology). These faculty leaders held virtual training and office hours for our faculty to learn the basics of online teaching. Students were surveyed on their learning experiences and the team was assembled again in early Fall to provide intermediate training to faculty— who had spent most of their summer breaks preparing for online teaching in Fall 2020. Eventually, the task force became the model for the Faculty Fellows for Digital Learning adopted by the Provost Office.

The College is extremely proud of the monumental collective effort by its faculty to serve all NMSU students during this very challenging period. As just one example of the level of effort, one Astronomy faculty member documented on his productivity app 285 hours spent outside of class, mainly creating and editing video material, offering ASTR 503 in a flipped virtual classroom format. We are most proud of the balance of compassion faculty showed to students living through heartbreaking circumstances, and the responsibility to see that students learning needs were still met.

Furthermore, during the March 2020 pivot, the College played its part by reaching out to students in need of technology, a safe space to study, or other basic needs, and accommodating some of those needs. Additional information about these efforts can be found on page 18.
The College is also extremely proud of the perseverance shown by its students. We are particularly proud of the students who successfully completed the requirements for one or more of the 1,152 degrees and certificates awarded by Arts and Sciences programs between Summer 2020 and Spring 2021.

**Breakdown of Bachelor's Degrees**

- **BARTS**: 44.4%
- **BSCI**: 20.2%
- **BCJ**: 14.5%
- **BIS**: 11.8%
- **BFNART**: 5.9%
- **BCM**: 5.9%
- **BAS**: 1.5%
- **BMUSED**: 0.6%
- **BSGENE**: 0.2%
Undergraduate Awards:
Alumni Association Outstanding Graduate
Chad Johnson - Government

Undergraduate Award for Excellence
Isabella Terrazas - Microbiology

Outstanding Undergraduate Award
Camille Paschall - English & Secondary Education Language Arts

Outstanding Undergraduate Award
Hailey Taylor - Anthropology

Highest Honors
Fiona St. Pierre - Journalism and Media Studies

Graduate Awards:
Alumni Association Outstanding Graduate
Amalia Zeitlin - Music

Graduate Award for Excellence
Stephanie Garcia - Rhetoric and Professional Communication

Outstanding Graduate Award
Farzin Abadizaman - Physics

Outstanding Graduate Award
Grace Smith-Vidaurre - Biology

Outstanding Graduate Award
Mariah Ballard - Anthropology
Undergraduate Awards:
Alumni Association Outstanding Graduate
Zaira Martin - Government, Gender and Sexuality, Criminal Justice, and Spanish

Undergraduate Award for Excellence
Lorissa Humble - Sociology

Outstanding Undergraduate Award
Isabel Crist - Languages and Linguistics

Outstanding Undergraduate Award
Olivia Bender - Journalism and Media Studies

Outstanding Undergraduate Award
Kyle Helms - Biology

Outstanding Student Service Award
Ashlerose Francia - Public Administration

Outstanding Student Service Award
Annie Quintana-Eddins - Geography

Highest Honors
Theodore Muka - Biology

Graduate Awards:
Graduate Award for Excellence
Caitlin Doughty - Astronomy

Outstanding Graduate Award
Luca Carai - Math

Outstanding Graduate Award
Ger Xiong - Studio Art

Outstanding Graduate Award
Harrison Preusse - Psychology

Caitlin Doughty

Lorissa Humble
2020 - 2021 Initiatives

- **Recruitment Mailers** - The college mailed out informational packets to all prospective students, both high school seniors and transfer students from around the country. Priority was given to NM, CO, AZ, TX, CA students, followed by the west coast, and then the east coast. In total, about 1,800 brochures were mailed out to prospective students.

- **Virtual Visits** - Via our counselor emails, over 35 virtual visits were scheduled. We also teamed up with Admissions and other colleges for a handful of virtual visits. Emails were sent to students who participated in the events.

- **Dedicated Counselor's Page** - Created a page on the college's website that is dedicated to high school counselors. Here, counselors can request more information for themselves or their students and set up/schedule visits from us.

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2020 - 2021 Goals

- **Undergraduate**
  - Align marketing and recruiting efforts with NMSU Admissions
  - Develop department-specific recruiting flyers
  - Identify, support, and recruit for online degree programs
  - Increase departmental participation in Aggie Welcome Orientations

- **Graduate**
  - Create a graduate network with institutions across the state
  - Promote the Master's Accelerated Program
  - Identify a marketing partner to further develop international graduate recruiting
2020 - 2021 Initiatives

During the '20-'21 academic year, the College of Arts and Sciences began several new initiatives designed to support its students.

- **Pete’s Pathfinders** - During the Fall ’20 semester, the college piloted a peer mentor program. This program was designed to provide incoming freshman students with a peer mentor who was able to introduce them to campus resources, answer questions, and provide guidance. The program hosted nine mentors and seven mentees.

- **Diversity, Equity, and Inclusion Essay Study** - With the help of the Arts and Sciences Diversity Fellows, the college hosted a five-part essay reading series where students read essays and participated in a dialogue about the meaning, value, and relevance of each essay in today’s society.

- **Technology Assistance Program** - Thanks to the generosity of donors, the college was able to purchase laptops, wireless internet devices, and cameras for students to loan out to complete their coursework.

- **Student Work Space** - In the Spring '20 semester, the college created short-term workspaces for student use within Breland 152. The workspace was intended to support students who lived off-campus but had a time crunch due to back-to-back in-person and synchronous online classes. Having an on-campus office that allowed students to ‘attend’ the synchronous class meeting improved the students’ educational gain from their courses.

- **Monthly Newsletter** - In February 2020, the college launched a monthly newsletter for its students that featured important deadlines, events, and other information that was pertinent for student success.

- **COVID-19 Student Response** - Launched a student inquiry portal for faculty and staff to document candidates for potential further outreach. This form had over 200 submissions in the Spring '20 semester.
2020 - 2021 Goals

During the '20-'21 academic year, the College of Arts and Sciences began several new initiatives designed to support its students.

- **Pete's Pathfinders** - In the '21-'22, the college will expand its peer mentor program. The goal is to pair 15 mentees with mentors who will work together throughout the academic year.

- **Student Leadership Course** - The college will design a leadership development course for student volunteers. This course will act as leadership development for student volunteers serving as A&S student ambassadors and as part of Pete's Pathfinders, the A&S peer mentoring group. This course includes a focus on public relations, A&S undergraduate degree programs, campus resources, and service.

- **Engage Aggie Accelerate Students** - The college will follow up with its students who participated in Aggie Accelerate and regularly check in with them to help maximize success.

- **Arts and Sciences Unplugged Workshop** - The college will develop a workshop for first-generation, transfer, and low-income students. The purpose of this workshop is to help answer questions that students and provide guidance as they navigate their first year.

- **Targeted Data Acquisition** - The college will host focus groups with its students (sophomore/junior) and graduating seniors to identify opportunities for improvement and to close gaps that can be improved on and gaps in their academia.
GOAL 1:
ENHANCE STUDENT SUCCESS AND SOCIAL MOBILITY

COLLEGE OF ARTS AND SCIENCES
Excelencia in Education: Creating a Hispanic-Serving Identity in STEM through Evidence Based Student-Serving Strategies (STEM-ESS)

The STEM-ESS institute offers a transformative set of activities to develop a compelling case for change. Institutional teams complete a comprehensive self-assessment of their institution’s current status in STEM, especially the extent to which it is evidence-based and student serving (STEM-ESS). Excelencia and SFAz will analyze shared self-assessments and facilitate discussions of the assessments and the development of a prioritized STEM action plan. At the end of the Institute, participants will have a framework to assess their institution’s STEM-ESS capability and a strategic case for change that is supported by evidence. This can engage institutional leadership to implement strategies to enable Latino student success in STEM.

At NMSU we are working to provide more support opportunities for our computer science, ICT, math (many of our students have math minors, or dual degrees), and other computational related degrees. These opportunities include integrating Peer Led Team Learning into introductory CS classes to allow students to build problem solving skills and improve their learning, while being connected to upperclassmen in their degree program who can provide mentorship. We also have a NSF S-STEM Scholarship for underrepresented students in computing that provides 4 years of support to student with financial need, allowing these students to focus on their education.
Launch of Bachelor of Science in Cybersecurity

There is a significant need for cybersecurity professionals by organizations across New Mexico (national labs, defense installations, government, enterprises). Such need created an urgency with several institutions requesting NMSU create a program to meet the needs. The cybersecurity vulnerabilities across the country manifesting in different attacks also strongly underscore the need for creating a larger, well-trained workforce. In 2020-2021, the degree plan was formalized and students were accepted. The total student count, as of today, for Fall 2021 in the program was 14 (with 7 freshmen, 5 seniors, and 2 sophomores). We are ramping up advertising efforts for the program to reach the goal of 20 students at each level (freshman to senior) within 3 years. The program is also available on the course catalog with the degree requirement and the graduation path for the students.

The program has an advisory committee consisting of faculty from several departments across three colleges in the university with Professor Jay Misra currently serving as the director of the program. There will be two tracks for this program, the science and technology track is already operational and the Cybersecurity Administration Track will be operational in Fall 2022.
Ph.D. in Border Studies -
Faculty within the Arts & Sciences College are working on a proposal to create an Interdisciplinary Ph.D. Program in Border Studies. This program intends to combine humanities and social sciences disciplines, and offer doctoral students a rigorous program of cultural, anthropological, political, artistic, literary, and linguistic subject matter in a trans-border, transnational, and US-Mexico borderlands regional context.

This Ph.D. is suited to train scholars and students living and studying in the US-Mexico borderlands on issues of importance to border regions, with implications not only for our nearby border but also for other border communities around the world. At the heart of the endeavor is a program that fosters the study of the cultural pluralism, heterogeneity, and the hybridity that emerges from, and shapes the diverse practices and productions of borders.

This proposal aligns with NMSU Leads 2025’s emphasis on healthy borders and with LEADS 2025 Goal 1 (Enhance Student Success) and 2 (Elevate Research and Creativity). The proposed program will also support emerging efforts to revitalize the Center for Latin American and Border Studies (CLABS) and advance the NMSU Beyond Borders Community of Practice.
GOAL 2: ELEVATE RESEARCH AND CREATIVE ACTIVITIES

COLLEGE OF ARTS AND SCIENCES
Team Research Award:
- Catherine Jonet, Associate Professor of Gender and Sexuality Studies
- Laura Anh Williams, Associate Professor of Interdisciplinary Studies and Director of Gender and Sexuality Studies

This award honors any team of two or more researchers, either faculty or staff. Jonet’s work focuses on how literature, film, and other creative forms are knowledge projects deeply imbued with aesthetic and social meanings. Williams’ research brings together feminist and queer theories, food studies, visual cultures, and critical refugee studies.

Mujeres Activas en Letras y Cambio Social (MALCS):
Interdisciplinary Studies (IDS) Professor Manal Hamzeh led a team consisting of additional members Cynthia Bejarano, Judith Flores Carmona, and Georgina Badoni that successfully competed for the Editorship of the Chicana/Latina Studies: The Journal of Mujeres Activas en Letras y Cambia Social, the Journal of Mujeres Activas en Letras y Cambio Social (MALCS). NMSU will manage the journal for 5 years starting in Summer 2022.
GOAL 3: AMPLIFY EXTENSION AND OUTREACH

COLLEGE OF ARTS AND SCIENCES
“Humanities Extended” Initiative -
Beginning in 2021, representatives from Arts and Sciences collaborated with members from the Cooperative Extension Service in the “Humanities Extended” project, funded by the NEH and directed by Todd Butler and Michael Gaffney at Washington State University. The aim of the initiative was to establish a multi-state network of land-grant institutions which might result in synergies between Extension faculty and Humanities faculty. The NMSU team included 2 members from Arts and Sciences (the Dean and a department head), a student representative, a community representative; and from Cooperative Extension Service, 2 administrators, and 2 faculty members. The NMSU team met in the spring with the goal of developing and implementing a collaborative project/program that addresses an important need in New Mexico communities and will continue to seek to strengthen ties between units and will build on existing collaborations to forge new ones. The team began a partnership map that will facilitate future collaborations.

BIGDatA- BIG Data Analytics for Cyber-physical Systems -
The REU site initiative (BIGDatA- BIG Data Analytics for Cyber-physical Systems), sponsored by NSF 1559723 and 1950121, is to inspire and prepare undergraduate students to pursue academic studies and careers in STEM with a focus on big data analytics for cyber-physical systems (CPS). The site’s research projects focus on equipping students with skills and knowledge related to big data analytics in CPS. The CPS is exemplified by multiple application areas such as smart grids, wireless sensor networks, smart homes, and unmanned systems. This REU supports ten undergraduate students working on research in a 10-week summer program. The Computer Science Department has successfully hosted three summer programs and is hosting a virtual program in summer 2021.
National Science Foundation - Research Experience for Undergraduates (NSF-REU) Site Program on Immigration Policy and Border Communities -

The Department of Government is home to the National Science Foundation-Research Experience for Undergraduates (NSF-REU) Site Program on Immigration Policy and Border Communities. This is a collaborative project with the University of Texas-El Paso (UTEP) and brings ten students each summer to our campus and border region to study the impacts of US immigration policy on migrants and residents of border communities. Students receive training in qualitative research methods and are then paired with local groups that advocate for immigrant rights. The program, which began in 2018, had to go online in 2020 due to the pandemic. Students were still able to participate remotely and worked closely with Dr. Nathan Craig and Dr. Margaret Brown-Vega (Department of Anthropology, NMSU) who are volunteers with the local organization Advocate Visitors with Immigrants in Detention (AVID), producing a report that documents the violation of detention standards in privately-run immigrant detention centers in New Mexico and El Paso.

NMSU University Art Museum -

The total impact of online and offline participation for the exhibit Labor and associated programming was 8,483 people. The museum also hosted an online Paper Plant Making Workshop with artist Justin Favela. As part of the workshop, the UAM created 40 free kits which included all materials needed to participate in the workshop, and all kits were handed out to community members via curbside pickup at Devasthali Hall. In total there were 68 live participants for the workshop of varying ages from across the globe. Since the workshop has been posted live online there have been 108 views on YouTube, online engagement and advertising (Facebook and Instagram) have received over 1000 unique views and the UAM website has 332 unique page views on the workshop page. This online video has been used in multiple class lessons through the Las Cruces Public Schools and over 50 plants have been delivered to the UAM as a result of this workshop that will be displayed in Sorry for the Mess, opening July 2021.
Virtual Workshops with Beloved Community -
Theatre faculty members Nichole Hamilton and Larissa Lury hosted virtual workshops for Beloved Community, a local nonprofit that seeks to build bridges for individuals with intellectual and developmental disabilities through the use of art projects and civic engagement. Each of the workshops included an exploration of movement, voice, imagination, and play.

Tortugas Mountain Observatory Open House -
The NMSU Astronomy department hosted 4 virtual open houses. The open house began with a Walking Tour of the newly refurbished Tortugas Mt. Observatory followed by a science demo relating to the topic for the night. There was a quick introduction to basic observational astronomy and telescopes followed by the main event - observations of the object! This was followed by a discussion of what was observed by the special guest(s). Finally, the group discussed 'Story Packages' to highlight the work of underrepresented individuals relating to the object of discussion for that night.
GOAL 4:
BUILD A ROBUST ARTS AND SCIENCES COLLEGE SYSTEM

COLLEGE OF ARTS AND SCIENCES
Arts and Sciences Business Center -
The College of Arts and Sciences Business Manager, Lucille Casas, and Accountant, Inter, Kellie Workman, have been working on creating the College of Arts and Sciences Business Center. The purpose of ASBC is to establish a centralized finance service center for the College of Arts and Sciences that works closely with departments to ensure the efficiency and accuracy of all finance processes to be in line with LEADS 2025 objective 4 of Building a Robust University System. Casas and Workman are working closely with College of Arts and Sciences IT, Michael Lopez, to create the ASBC website that will be the springboard for its new standardized processes and forms, along with business and financial-related information and links for faculty, staff, and students to easily access.
GOALS
2021 - 2022

COLLEGE OF ARTS AND SCIENCES
'21-'22 GOAL 1: ENHANCE STUDENT SUCCESS AND SOCIAL MOBILITY

Objective 1: Increase, Diversify and Optimize Undergraduate Enrollment
- Coordinate K-12 promotion of A&S degree programs
- Align recruitment activities with efforts of NMSU Admissions
- Develop printed and electronic degree promotion materials
- Expand Student Ambassadors Program and introduce a leadership course
- Expand presence of A&S degree programs within NMSU-O
- Transform BIS and BAS programs and explore NMSU-O facing versions of such programs
- Explore centralized general education scheduling

Objective 2: Increase, Diversify and Optimize Graduate Enrollment
- Develop a graduate recruitment network across the state
- Expand understanding and use of MAP
- Expand presence of A&S degree programs within NMSU-O
- Complete a proposal for a doctoral degree in Border Studies
- Explore new avenues for international recruitment

Objective 3: Increase Student Learning, Retention, and Degree Attainment
- Expand Pete’s Pathfinder peer-mentoring program
- Participate in Aggie Accelerate program
- Explore Aggie Jumpstart for Summer
- Post roadmaps in departmental websites and link to schedule
- Conduct focus groups on “what can we do better”
- Explore a community-based student aid program
'21-'22 GOAL 1: ENHANCE STUDENT SUCCESS AND SOCIAL MOBILITY

Objective 4: Develop a sense of belonging to Arts & Sciences
- Develop homecoming events to connect students and alumni
- Organize Falling in Love with Arts & Sciences event
- Expand Starry Night into an Arts & Sciences Day
- Explore marketing options with alumni

Objective 5: Strengthen Career Pathways through Service Learning, Experiential Learning and Research Engagement
- Evolve and strengthen the Discovery Scholars Program
- Develop an Arts & Sciences National Advisory Board
- Create an Alumni Mentoring network
Objective 1: Contribute to Research and Creative Activities

- Establish an internal Red Team program
- Develop programs to recognize and reward successful highly competitive awards
- Explore a pilot program for seed funding for interdisciplinary proposal teams

Objective 2: Promote Integration of Research/Creative Activities and Education

- Coordinate design of a doctoral program in Border Studies

Objective 3: Grow Humanities, Social Sciences, and Creative Arts

- Help identify potential funding programs, especially at the intersection between STEM and non-STEM areas
- Expand participation in efforts to seek funding from Foundations

Objective 4: Amplify Impact of Research on Society and Economy

- Explore entrepreneurship workshops for faculty and graduate students
Objective 1: Lead in Innovation, Economic and Community Development
- Assemble a task force to explore entrepreneurship training programs

Objective 2: PK-20 Outreach, Professional Development, and Continuing Education Programs
- Support the development of micro-credentials

Objective 3: Improve PK-20 STEM Education
- Catalog departmental initiatives and leverage them
- Coordinate development of transfer programs

Objective 4: Strengthen and Elevate Public-Private Engagement
- Explore the creation of a National Advisory Board
Objective 1: Value and Support Inclusion and Diversity at All Levels
- Appoint a Faculty Fellow for Diversity
- Create a standing Diversity, Inclusion, and Equity committee
- Grow the DEI workshop series
- Organize training events for faculty and graduate students on DEI
- Enhance recruitment procedures to promote DEI
- Develop a recognition program for scholar and educational efforts in DEI

Objective 2: Cultivate and Reward Faculty and Staff Excellence
- Develop Department Heads training programs
- Develop a training program for P&T committees
- Grow junior faculty professional development programs

Objective 3: Establish Operational Excellence through Metric-drive and Service-oriented Approaches
- Implement regular departmental summaries based on data analytics
- Support college task force on the goal card
- Complete Phase I of the College Business Center
- Establish an expert community for administrative assistants

Objective 4: College-wide Strategic Priorities for Fundraising
- Ensure timely award of scholarships
- Redesign college-level fundraising goals
- Establish departmental expectations for fundraising
- Launch Arts and Sciences Business Center on September 1, 2021