NMSU Mission

The mission of the New Mexico State University system is to serve the diverse needs of the state through comprehensive programs of education, research, extension and outreach, and public service. As the state's land-grant and space-grant university, and as a Hispanic-Serving Institution, NMSU fosters learning, inquiry, diversity and inclusion, social mobility, and service to the broader community.

NMSU Vision

By 2025, the NMSU system will excel in promoting social mobility for our diverse student populations, achieve the highest Carnegie research status (R1), and maintain our Carnegie Community Engagement classification.

College of Arts & Sciences

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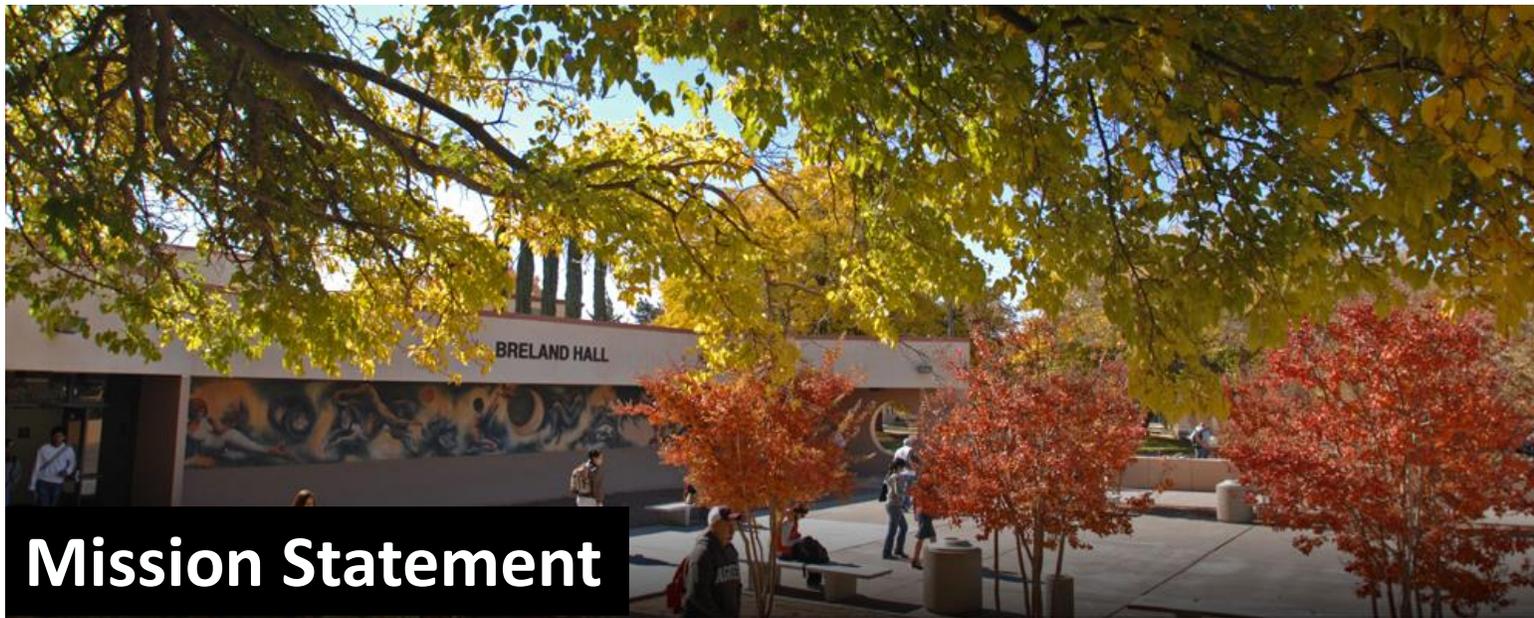
The College of Arts and Sciences is the intellectual core of New Mexico State University, providing cutting-edge academic programs supported by active research and creative activities. The College provides the foundational education for every NMSU student and a wide array of degrees preparing students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

Explore, Discover, Create, Collaborate, Inspire

College of Arts & Sciences

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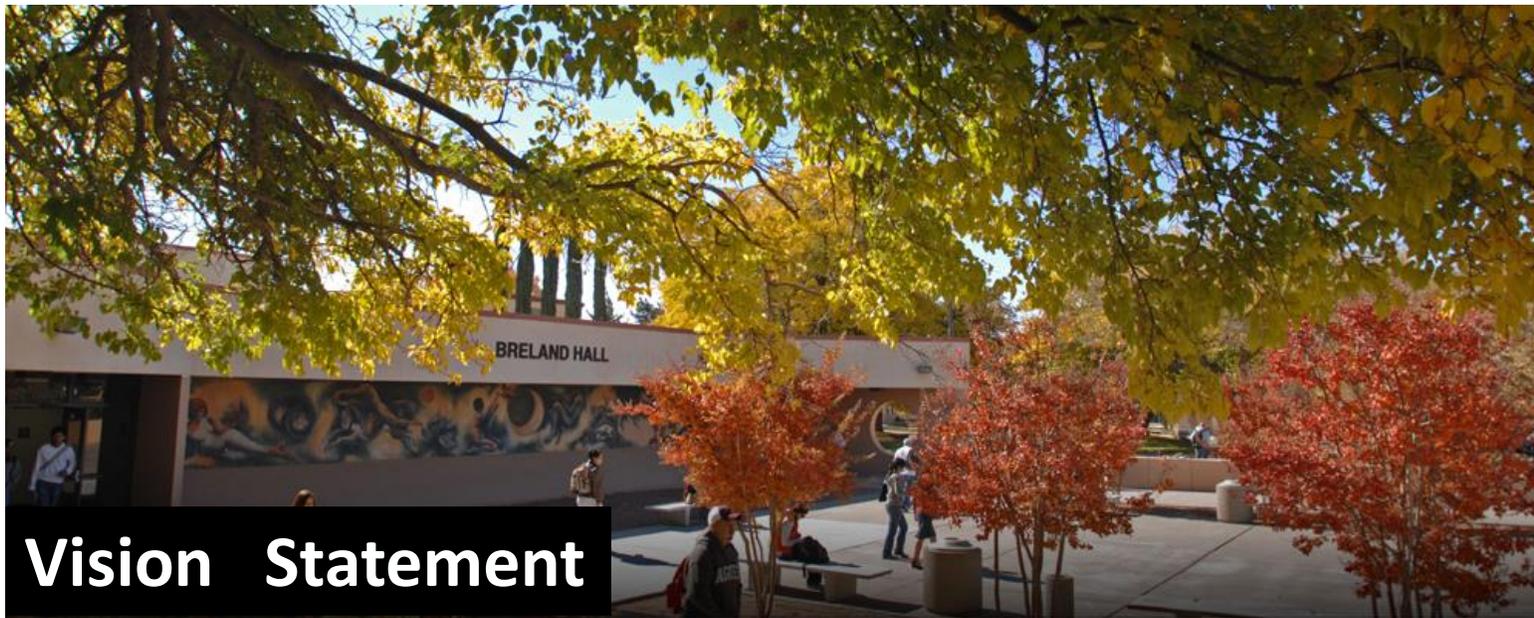
By 2025, the College of Arts and Sciences will excel in promoting academic success and social mobility for a diverse student population, sustain the university-wide vision of achieving the highest Carnegie research status (R1) through exceptional research programs and creative activities, and contribute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

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Core Values

College of Arts & Sciences: REAL

- **Rigor & 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.

- **Exploring 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 provide 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.

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Arts & Sciences Strategic Goals

NMSU SYSTEM STRATEGIC GOALS

GOAL 1
Enhance Student Success and Social Mobility

GOAL 2
Elevate Research and Creativity

GOAL 3
Amplify Extension and Outreach

GOAL 4   Build a Robust and Efficient College

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GOALS

COLLEGE OF ARTS & SCIENCES

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Goal 1:
Enhance Academic Student Success and Social Mobility

Goal 1

Objective	Title
1.1	Increase, Diversify and Optimize Undergraduate Enrollment
1.2	Increase, Diversify and Optimize Graduate Enrollment
1.3	Increase Student Learning, Retention, Degree Attainment, and Work Placement
1.4	Develop a Sense of Belonging to Arts & Sciences and a Culture of "Aggie Life"
1.5	Strengthen Career Pathways through Service Learning, Experiential Learning and Research Engagement
1.6	Promote, Elevate and Evolve College Graduate Programs

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Goal 1 Actions
Objective 1.1: Increase, Diversify and Optimize Undergraduate Enrollment

1. Create targeted enrollment initiatives to increase recruitment from high school
2. Create targeted enrollment initiatives to increase transfers from community colleges into 4-year programs (e.g., through curricula alignment and in cooperation with Aggie Pathways)
3. Develop a comprehensive marketing and communications plan that emphasizes degree opportunities across the college and align communication plans across the college to foster common messaging and branding
4. Leverage college-wide outreach programs as recruitment opportunities
5. Create a recruitment network (e.g. high schools, military installations, community colleges, outreach programs)
6. Develop marketing strategies that target diverse student segments such as transfer, military, returning students, and individuals enrolling with educational gaps
7. Adopt holistic recruitment programs that address the needs of a diverse student population, foster inclusion and diversity, engage families, and leverage our vast alumni network
8. Create and promote robust online learning programs (fully online degrees, blended programs, online courses, support services)
9. Leverage our programs and networks (e.g. student organizations, alumni, and non-profit partners) to increase national and international enrollment
10. Align human, financial, and physical resources to support student success across the college

Goal 1 Actions
Objective 1.2: Increase, Diversify and Optimize Graduate Enrollment

1. Create targeted enrollment initiatives to increase recruitment from 4-year institutions (e.g., across the state)
2. Develop a comprehensive marketing and communications plan that emphasizes degree opportunities across the college and align communication plans across the college to foster common messaging and branding
3. Establish a graduate recruitment infrastructure at the college level (e.g., identify a dedicated graduate recruiter)
4. Create a recruitment network (e.g., 4-year institutions, grad fairs, outreach programs)
5. Formalize, expand and market MAP for seamless transfer to graduate programs
6. Develop marketing strategies that target diverse student segments such as military, professionals in the workplace, returning students, individuals enrolling with educational gaps, and students with diverse backgrounds
7. Adopt holistic recruitment programs that address the needs of a diverse student population, foster inclusion and diversity, and leverage our vast alumni network
8. Create and promote robust online learning programs (fully online degrees, blended programs, online courses, support services)
9. Leverage our programs and networks (e.g., research collaborations, alumni, and non-profit partners) to increase national and international graduate enrollment
10. Collaborate on interdisciplinary academic programs in emerging disciplines
11. Align human, financial, and physical resources to support student success across the college

Goal 1 Actions
Objective 1.3: Increase Student Learning, Retention, Degree Attainment, and Work Placement

1. Understand Arts & Sciences roles to contribute to the ranking of the institution's Social Mobility
2. Maintain a leadership role in the development, adoption, adaptation of evidence-based practices for retention and success (e.g., Aggie Jumpstart)
3. Develop college-wide practices that align with student learning objectives and promote student success
4. Develop initiative to create financial support (e.g., grants, scholarships, fundraising) for student
5. Incorporate Arts & Sciences and Aggie identity into college-wide support infrastructures to create college identity and sense of college belonging
6. Foster inclusivity, engagement, and access to academic and co-curricular experiences
7. Expand options for curricular delivery to include online courses and programs, blended programs, and certificates
8. Provide training to students, faculty, and staff to create classroom and university environments that promote inclusion and recognize the strength in diversity (e.g., climate surveys, Dean's Fellows, Diversity & Inclusion Council)
9. Promote the development of internships, externships, distributed mentoring and other programs to promote connection between students, advocates, and potential employers

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Goal 1 Actions

Objective 1.4: Develop a Sense of Belonging to Arts & Sciences and a Culture of "Aggie Life"

1. Create opportunities in college-wide co-curricular activities, such as student organizations, fine arts, community outreach, Pride Band, Alumni Connections, Student Recognitions, and ROTC
2. Develop robust experiential learning, service-learning, and research experiences that engage students and contribute to the development of essential skills (e.g., Discovery Scholars)
3. Engage university faculty, alumni and staff in college-wide experiences
4. Develop marketing and dissemination initiatives to promote the Arts & Sciences branding

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Goal 1 Actions

Objective 1.5: Strengthen Career Pathways through Service Learning, Experiential Learning and Research Engagement

1. Enhance college-wide internship, co-op, and externship opportunities to meet employment and needs to meet professional career goals
2. Develop a strategic relationship and training opportunities to contribute to the New Mexico Workforce Solutions
3. Collaborate with alumni, business and industry partnerships to expand career opportunities for students within and external to the U.S.
4. Develop alumni and corporate relationships for student mentoring, job placement and offer professional skills
5. Develop awareness of post-graduate opportunities for career advancement

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Goal 1 Actions
Objective 1.6: Promote, Elevate and Evolve College Graduate Programs

1. Create initiatives that emphasize strong graduate programs as central to the growth and impact of research, scholarship and creative activity
2. Collaborate on interdisciplinary academic graduate programs in emerging disciplines, with emphasis on doctoral programs supporting the R1 goal
3. Promote the importance of graduate studies among undergraduate students (e.g., open houses, presentations, marketing)
4. Cultivate new and increase existing resources to support graduate students
5. Align use of graduate assistantships with the teaching and research mission for enrollment
6. Foster and support graduate student enrollment in all graduate programs
7. Promote professional master's degrees as value-added credentials for career advancement

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Goal 1 KPIs

1. Undergraduate Enrollment
   - Count
   - Demographics

2. Graduate Enrollment
   - Count
   - Demographics

3. Completion
   - Retention/Persistence
   - Graduation Rates
   - Degrees Awarded
   - Average Time to Degree

- College Net Social Mobility Index*

Goal 1: Leading Indicators

- For each level, demographics, discipline
  - Upstream enrollment indicators
  - Career Placement and advancement
  - Scholarships and financial aid awarded
  - Midterm grades
  - Student satisfaction metrics
  - Faculty satisfaction metrics
  - Student participation in College recruitment and retention programs
  - Student participation in career fairs

Goal 2:
Elevate Research and Creative Activities

Goal 2

Objective	Title
2.1	Contribute to Research and Creative Activities to Address Local and Global Challenges
2.2	Promote Integration of Research & Creative Activities and Education
2.3	Intentionally Grow Humanities, Social Sciences and Creative Arts to Achieve Comprehensive Excellence in Research and Creative Activities
2.4	Amplify Impact of Research on Society and the Economy, Accelerate Technology and Knowledge Transfer, and Promote Interdisciplinary and International Collaborations
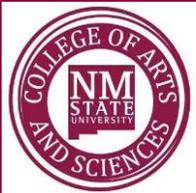
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Goal 2 Actions

Objective 2.1: Contribute to Research and Creative Activities to Address Local and Global Challenges

1. Contribute to the Carnegie research status of R1, by supporting and strengthening research programs in the College
2. Align research efforts across all academic departments to create integrated research initiatives supported with strategic investment and interdisciplinary hires
3. Promote the role of interdisciplinary (e.g., through formation of communities of practice) and joint faculty hires and appointments
4. Promote and investigate opportunities to create and increase additional funding (e.g., assistance in proposals development, rewards for successful proposals, incentives)
5. Support initiatives leading to increased funded graduate and undergraduate assistants
6. Develop practices and programs to support recruitment and retention of highly talented and engaged faculty members
7. Enrich and expand corporate, industrial, and government relationships to advance research and creative activity and expand graduate students opportunities
8. Support infrastructure needs of humanities, social sciences, creative arts and sciences

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Goal 2 Actions

Objective 2.2: Promote Integration of Research & Creative Activities and Education

1. Develop interdisciplinary academic degrees aligned with research capabilities and creative activities in emerging areas
2. Build strategic public–private partnerships (e.g., industry, national labs), with opportunities to integrate graduate student projects and undergraduate experiences (e.g., capstone projects)
3. Promote the development of academic opportunities (e.g., practicum courses, project-based courses, senior theses) that integrate research experiences and creative activities for undergraduate and graduate students

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Goal 2 Actions

Objective 2.3: Intentionally Grow Humanities, Social Sciences and Creative Arts to Achieve Comprehensive Excellence in Research and Creative Activities

1. Increase the number of doctoral degree programs and awarded doctoral degrees in the humanities, social sciences, and arts
2. Explore academic programs that promote interdisciplinary work at the intersection between non-STEM and STEM disciplines
3. Assume a leading role in the development of initiatives supporting the establishment of the Creative Campus model

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Goal 2 Actions

Objective 2.4: Amplify Impact of Research on Society and the Economy, Accelerate Technology and Knowledge Transfer, and Promote Interdisciplinary and International Collaborations

1. Develop sustainable research programs and creative activities in areas with potential for economic development throughout New Mexico
2. Foster interdisciplinary agendas in research and creative activities that explore the integration of data and information technologies with diverse disciplines
3. Conduct research and creative activities that are relevant to borderland health with a focus on health disparities and social justice
4. Lead interdisciplinary teams to increase competitiveness for large biomedical research grants and collaborations
5. Expand research and creative activities that leverage NMSU's unique physical assets such as Physical Science Laboratory, Agricultural Experiment Stations, Apache Point Observatory, Sunspot Solar Observatory, and the University, Art and Zuhl Museums
6. Support and incentivize faculty and staff participation in creation of intellectual property and in other activities relevant to economic development
7. Develop and support collaborative work that crosses disciplinary lines, institutional lines, and national borders
8. Promote the development of strategic partnerships with institutions within and outside of the US

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Goal 2 KPIs

- STEM Research Expenditures
- STEM Research Products (e.g., publications, instruments, tools)[1]
- Non-STEM Expenditures
- Non-STEM Products (e.g., exhibitions, recordings, publications)[2]

[1]Products to be defined based on F&C documents of STEM departments

[2]Products to be defined based on F&C documents of Non-STEM departments

Goal 2 Leading Indicators

- Research visibility and impact (e.g., h-indices, impact factors)
- Changes in submissions of proposals
- Changes in submissions of manuscripts, books, exhibitions, performances
- New Collaborations
- Number of students on extra-mural funding
- Patents and invention disclosures

- Master and Doctoral enrollment and degrees conferred

Goal 3:

Amplify Extension and Outreach

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Goal 3

Objective	Title
3.1	Be a Leader in Innovation, Economic and Community Development
3.2	Develop and Implement Innovative and Culturally Responsive PK-20 Outreach, Professional Development, and Continuing Education Programs
3.3	Improve PK-20 Science, Technology, Engineering and Mathematics Education
3.4	Strengthen and Elevate Public-Private Engagement
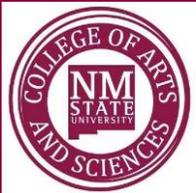
Goal 3 Actions

Objective 3.1: Be a Leader in Innovation, Economic and Community Development

1. Elevate national reputation for college-wide strengths by developing strategic, collaborative and networked partnerships
2. Build sector-specific collaborative initiatives with businesses, national laboratories, communities and economic development organizations and cross-border institution
3. Connect with innovation centers and business incubators across the state and region
4. Support the integration of entrepreneurship, economic development and innovation into academic curricula and programs

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Goal 3 Actions

Objective 3.2: Develop and Implement Innovative and Culturally Responsive PK-20 Outreach, Professional Development, and Continuing Education Programs

1. Coordinate and contribute to networking and marketing College outreach, professional development and continuing education programs
2. Develop a collective impact model to leverage, integrate, and coordinate outreach and professional development programs offered within the College
3. Increase engagement of multigenerational students in continuing education and professional development to promote lifelong learning
4. Provide discipline and knowledge to professional development programs with the objective of enhancing educational learning outcomes statewide
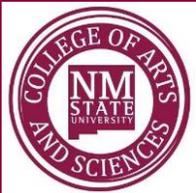
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Goal 3 Actions

Objective 3.3: Improve PK-20 Science, Technology, Engineering and Mathematics Education

1. Develop a network of STEM educators that bridge higher education and public education
2. Lead and improve New Mexico higher education institutions dedicated to the improvement of PK-20 STEM education as a statewide system, and lead advocacy efforts
3. Enhance curricula on interdisciplinary aspects of STEM and STEM-based skills (e.g. exploring the role of STEM within society and other disciplines)
4. Lead seamless pathways from PK-12 to higher education
5. Increase engagement of underrepresented populations in STEM education
6. Increase the number of STEM-skilled individuals entering the workforce
7. Explore and promote the innovation and development of STEM college programs that respond to pressing societal needs and maintain cutting-edge content

Goal 3 Actions
Objective 3.4: Strengthen and Elevate Public-Private Engagement

1. Support and coordinate the development of College-wide initiatives for private sector engagement, in partnership with the NMSU Foundation and NMSU Arrowhead, to support, grow public–private partnerships and advisory boards
2. Enhance culture of private sector engagement with the College
3. Create and collect a list and make accessible to all faculty of College research and innovations aligned with private sector technology needs
4. Develop a marketing campaign to promote the College as a resource for ground-breaking research, creative activities, development of emerging technologies, and qualified students from diverse backgrounds
5. Leverage College alumni and private sector networks to develop and strengthen core strategic partnerships and individual relationships

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Goal 3 KPIs

- Outreach and Extension Expenditures
- Outreach and Extension Impact

Goal 3 Leading Indicators

- Youth and students engaged
- Teachers and school administrators engaged
- Students and Faculty community projects
- Jobs created
- Startups created

- Number of partnerships
- International engagements

Goal 4:

Build a Robust Arts and Sciences College System

Goal 4

Objective	Title
4.1	Be a University Leader in Valuing and Supporting Inclusion and Diversity at All Levels
4.2	Cultivate and Reward Faculty and Staff Excellence
4.3	Establish Operational Excellence through Metric-Driven and Service-Oriented Approaches
4.4	Establish College-wide Strategic Priorities for Fundraising and Coordinate with the NMSU Foundation to Raise, Manage, and Steward Private Resources of the College
4.5	Support Other Colleges through Effective Liberal Art Academic Opportunities

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Goal 4 Actions

Objective 4.1: Be a University Leader in Valuing and Supporting Inclusion and Diversity at All Levels

1. Define, establish and activate a College Diversity and Inclusion Committee/Taskforce
2. Establish a College-wide agenda to promote diversity and inclusion; define and prioritize problems, determine information needs, develop and deliver training and interventions
3. Collect information on institutional practices that support or constrain the success of stakeholders and design interventions to address problematic practices
4. Promote training of faculty, staff and students on issues of inclusion and diversity and evidence-based practices
5. Establish College-wide expectations and metrics concerning departmental climates for inclusion and diversity
6. Ensure staff and faculty adopt hiring practices that promote diversity and inclusion
7. Engage with other minority-serving institutions and organizations aimed at promoting diversity and inclusion, and promote the adoption of evidence-based practices in the areas of inclusion and diversity
8. Partner with students and student organizations to address issues of diversity and inclusion
9. Work with leadership programs to develop and sustain capacity for addressing diversity and inclusion issues
10. Develop capacity to understand and address issues of inclusion and diversity at all levels with the Departments and the College

COLLEGE OF ARTS AND SCIENCES
NM STATE UNIVERSITY

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Goal 4 Actions
Objective 4.2: Cultivate and Reward Faculty and Staff Excellence

1. Develop performance evaluation processes that align, engage, empower, and recognize contributions to unit-level and college-wide strategic goals
2. Implement professional development programs that foster academic and professional excellence and diversity among faculty and staff
3. Promote and support shared-governance to advance college-wide mission and vision; promote participatory decision-making processes within the College (e.g., through the Executive Committee and revised College committees)
4. Develop opportunities for cross-disciplinary interactions among faculty and staff; explore and support interdisciplinary collaborations and joint appointments

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Goal 4 Actions

Objective 4.3: Establish Operational Excellence through Metric-Driven and Service-Oriented Approaches

1. Develop participatory, metric-driven decision-making processes within the College that drive operational efficiencies, fairness and supportive of the strategic vision for the College
2. Encourage and promote customer service, participation and continuous improvement and establish professional development and management training programs where and as needed
3. Enable clear, transparent alignment of budget and resources with college goals
4. Promote metric-driven accountability and fair evaluation processes for faculty and staff

Goal 4 Actions

Objective 4.4: Establish College-wide Strategic Priorities for Fundraising and Coordinate with the NMSU Foundation to Raise, Manage, and Steward Private Resources of the College

1. Develop college-wide and department-level priorities, processes, and expectations concerning fundraising and stewardship
2. Establish reward and recognition mechanisms for fundraising efforts
3. Cultivate, solicit and steward private financial support from alumni, parents, friends, corporations, foundations, and others for the benefit of students and programs college-wide
4. Build endowments to support the long-term academic and priority needs of the College
5. Provide sound fiscal oversight of current-use and endowment funds
6. Identify opportunities to support facility upgrades and renovation, including naming and matching fund opportunities
7. Integrate alumni engagement across college goals and college activities

Goal 4 Actions

Objective 4.5: Support Other Colleges through Effective Liberal Art Academic Opportunities

- Maintain a consistent, innovative, and effective offering of General Education courses

- Maintain a consistent, innovative, and effective offering of Viewing a Wider World courses

- Develop instruments to collaboratively determine liberal art needs of other programs

Goal 4 KPIs

- Resource Development
  - Alumni engagement
  - Dollars Raised
  - Increased Endowments
- Personnel Assets
  - Satisfaction
  - Productivity
  - Excellence

Goal 4 Leading Indicators

- Increased alumni connections
- Increased alumni giving
- Growth in endowments
- Enrollment and passing rates in general education courses
- Composition of pools of applicants for staff and faculty positions
- Employees satisfaction
- Customers satisfaction
- Turnover rates
- Leadership development activities
- Adverse events and findings
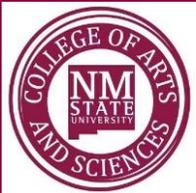
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College of Arts and Sciences Strategic Plan Draft

Key Performance Indicators Targets

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Key Performance Indicators

1. Undergraduate Enrollment
2. Graduate Enrollment
3. Completion (persistence, graduation rate, degrees awarded, average time)
4. Social mobility index (Such as CollegeNet)
5. STEM research and development expenditures
6. STEM research products
7. Non-STEM research and development expenditures
8. Non-STEM research and creative activities products
9. Outreach and Extension expenditures
10. Outreach and Extension impact
11. Personnel Assets (satisfaction, compensation, productivity, excellence)
12. Resource development

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Goal 1: Enhance Student Success & Social Mobility KPIs

1. Undergraduate Enrollment
   - 15% increase by 2025
   - Achieve Unit-level Goals of Diversity
2. Graduate Enrollment
   - 7.5% increase by 2025
   - Achieve Unit-level Goals of Diversity
3. Completion (persistence, graduation rate, degrees awarded, average time)
4. Social mobility index (Such as CollegeNet)*

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Goal 2: Elevate Research & Creativity
Key Performance Indicators

5. STEM research and development expenditures
   • 15% increase in expenditures by 2025

6. STEM products
   • 15% increase in quantity and/or impact

7. Non-STEM research and development expenditures
   • 50% increase in expenditures by 2025

8. Non-STEM products
   • 15% increase in quantity and/or impact

Goal 3: Amplify Extension & Outreach Key Performance Indicators

9. Outreach and extension expenditures
   - Increase by 15% over 5 years
10. Outreach and extension impact
    - Increase by 15% based on unit-level metrics

Goal 4: Build a Robust University System Key Performance Indicators

11. Personnel Assets

  - Satisfaction — climate survey of faculty, staff and students every two years

  - Productivity — develop productivity index for units, faculty and staff

  - Excellence — develop excellence index based on domain specific impact/recognition metrics (determined by each unit)

12. Resource Development

  - Alumni engagement (membership, event attendance, support of the university)

  - Dollars raised

    - Raise $4M in 5 years

  - Increase in endowment

    - Create 10 new endowments in 5 years