

# **NMSU LEADS 2025**

## **Data to Drive Decisions and Achieve Performance**

**Chancellor Dan Arvizu  
Summer 2019**

**LFC Topic – Performance Management in Higher Education**



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# NM Higher Education Challenges in the National Context

- Diminishing State and Federal Resources
- Significant Demographic Shifts
- Disappearing Middle Class
- Alarming Perception of Higher Education Value
  - 50% of population questions the value of higher ed
- Higher Education is a Good Value
  - Meets the Needs of the Underserved
  - Serves Non-Traditional Students



# NMSU LEADS 2025

## 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.

## 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.



## Values

**Leadership** – Promote and create the ability for Aggies to shape the future

**Excellence** – Provide the highest level of education, research, outreach and service

**Access** – Welcome diverse populations to higher education and the NMSU community

**Diversity & Inclusion** – Embrace our differences as an asset and actively seek to include wide-ranging perspectives

**Student-Centered** – Support the education of our students through every aspect of our university, every day



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# Goals & Key Performance Indicators



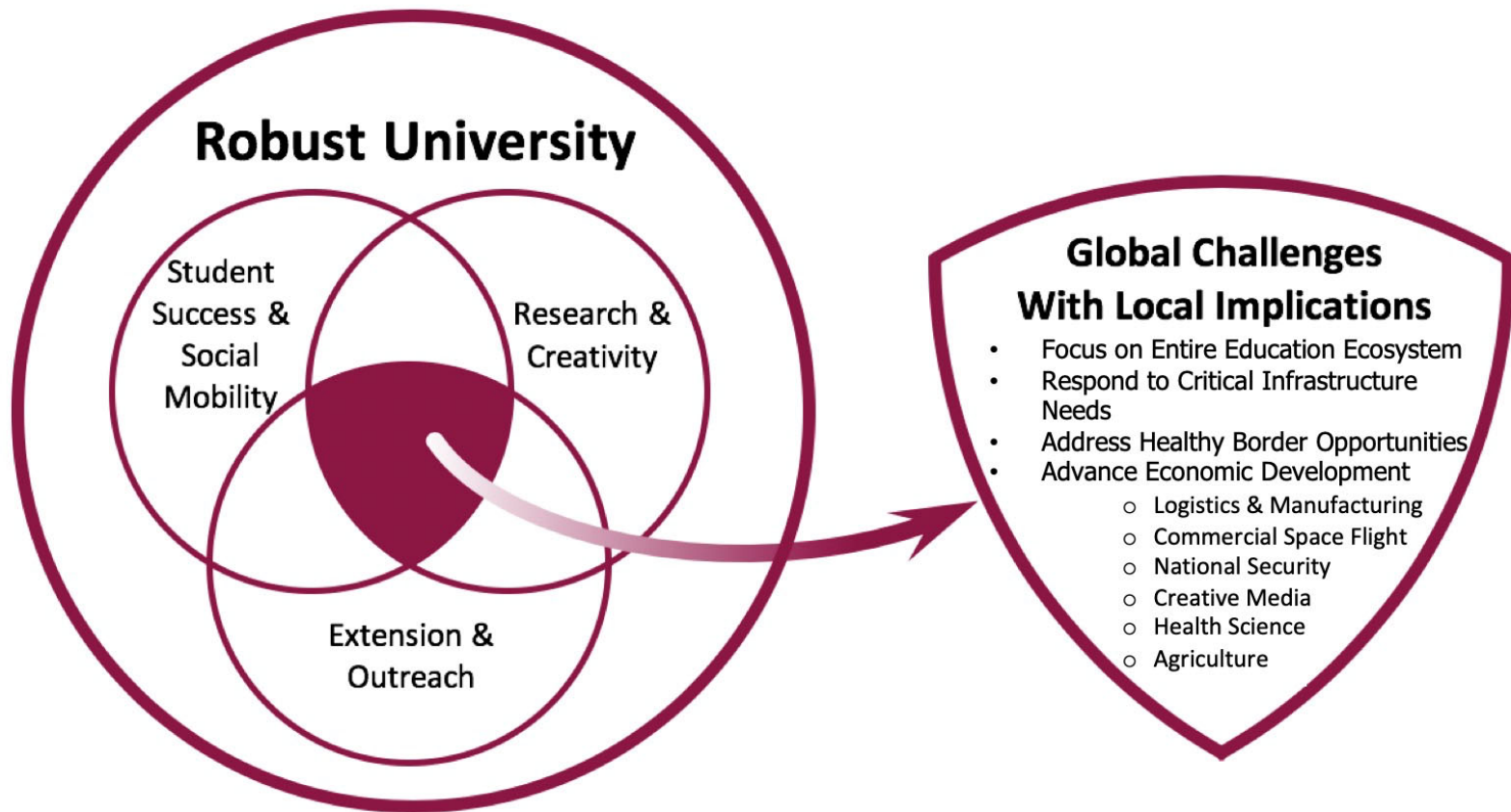
1. Enrollment
2. Completion
3. Net Price
4. Social Mobility

5. Science & Engineering R&D Expenditures
6. Non-Science & Engineering R&D Expenditures

7. Outreach and Extension Expenditures and Impact

8. Personnel Assets
9. Resource Development
10. Budget Alignment and Productivity

# Strategic Goals



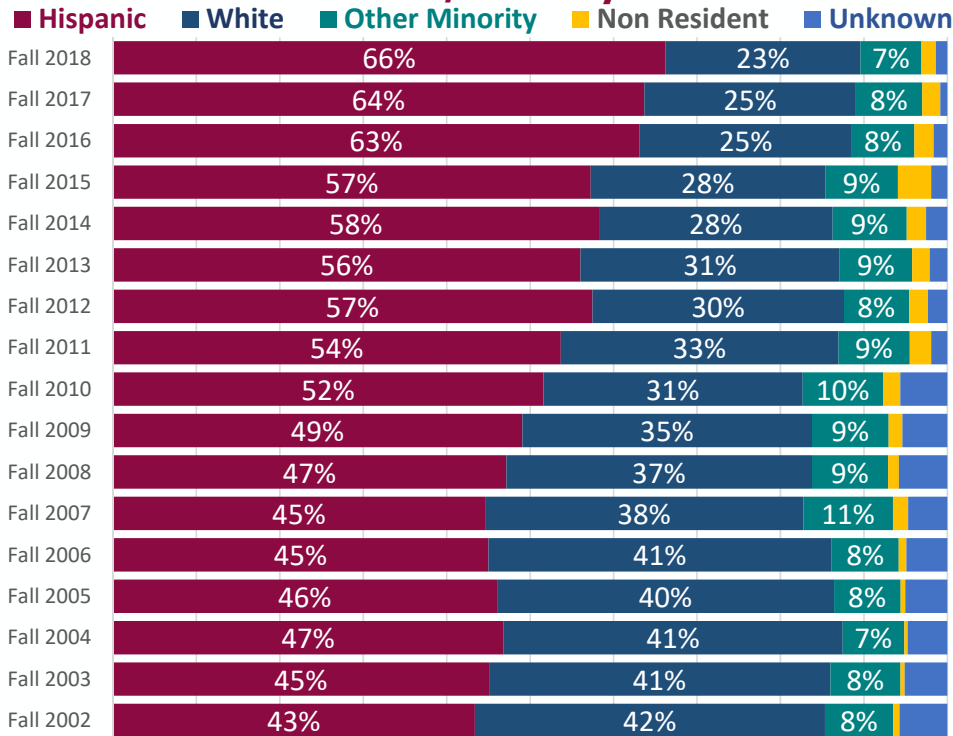
# **Goal 1: Enhance Student Success & Break the Barriers to Social Mobility**

- **Access to High Quality Education**
- **Affordability across Income Levels**
- **Degree Attainment in High Demand Programs**
- **Research Experiences**
- **Placement – Internship & Career**

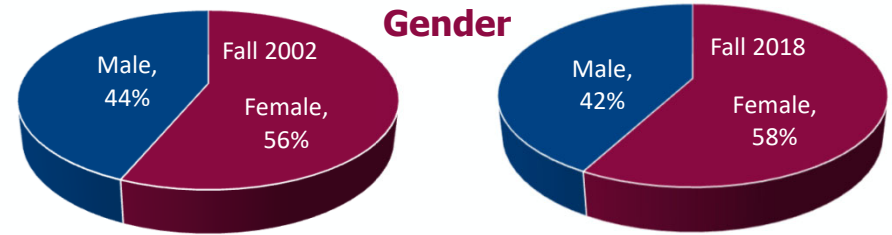
# Access for Diverse Students

## - Freshmen Student Cohort -

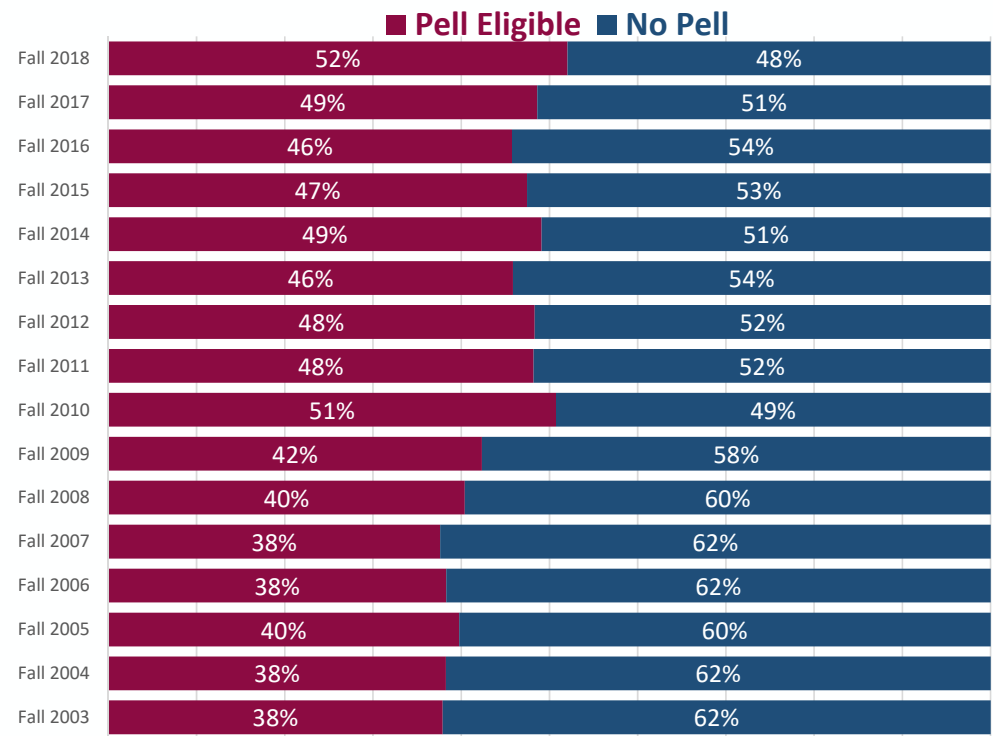
### Race/Ethnicity



### Gender



### Income

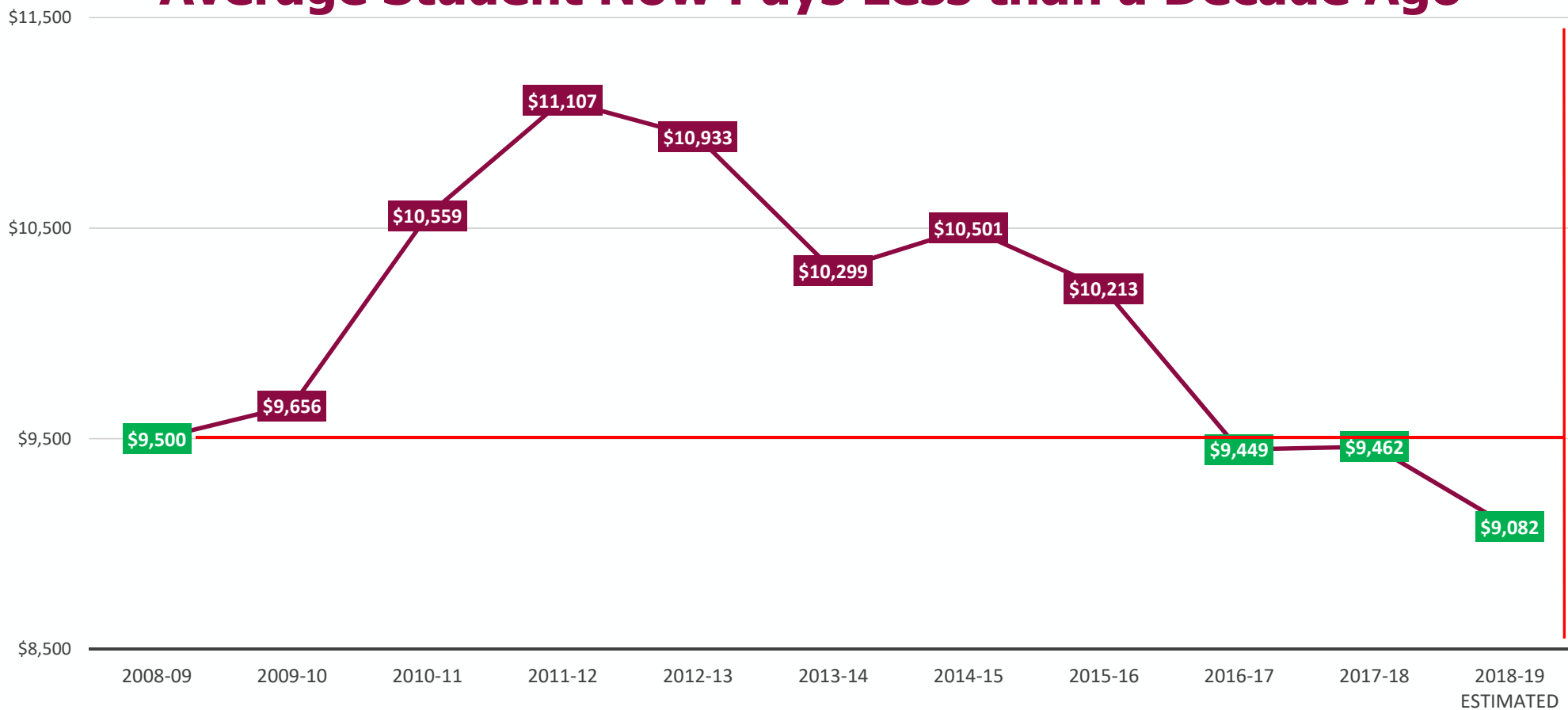


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Source: Integrated Postsecondary Education Data System <https://nces.ed.gov/ipeds/> and NMSU Institutional Analysis

# Affordability – Student Net Price

## Average Student Now Pays Less than a Decade Ago



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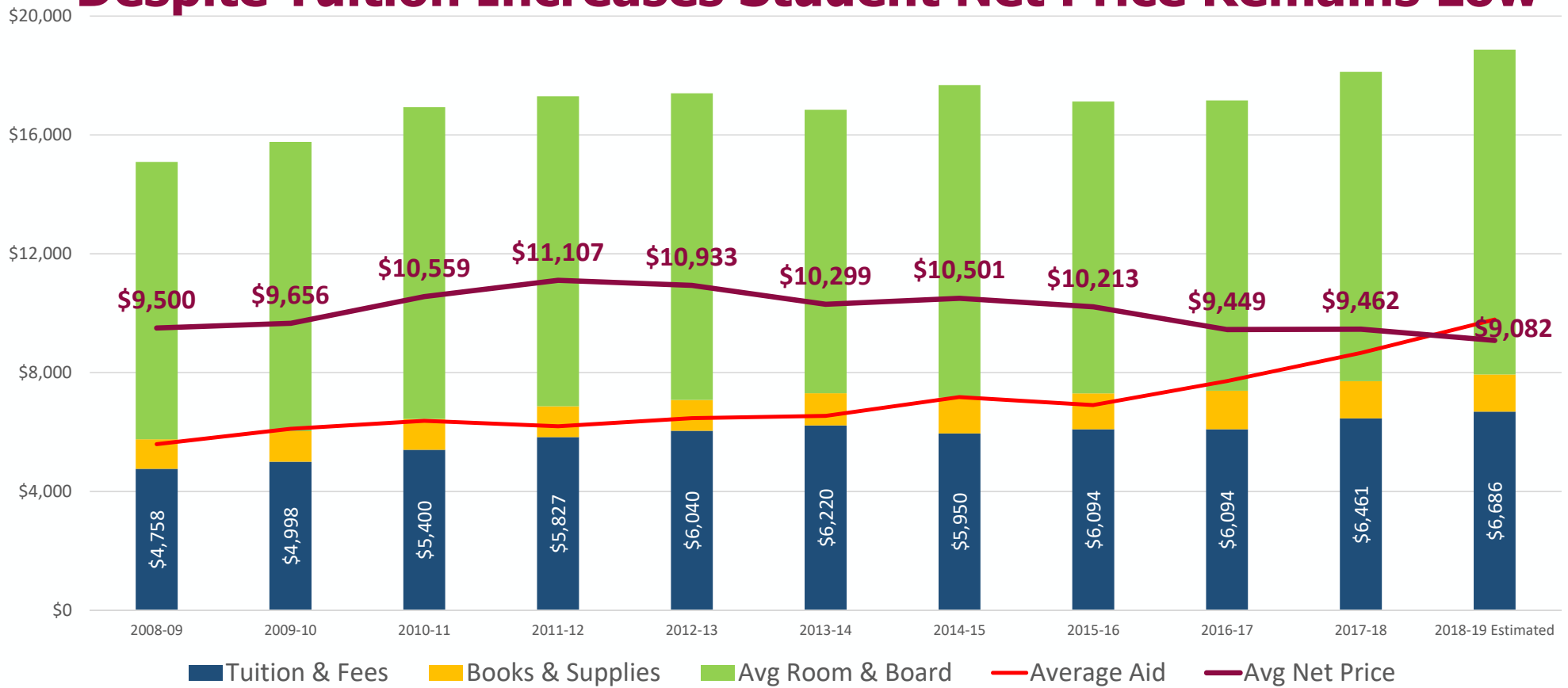
Source: Integrated Postsecondary Education Data System <https://nces.ed.gov/ipeds/>

Net Price = Cost of Attendance (Tuition&Fees + Room&Board + Books&Supplies) – Grant&Scholarship Aid ;  
Net Price is based on 12 credit hours per semester, per federal reporting guidelines



# Net Price – Cost and Aid

## Despite Tuition Increases Student Net Price Remains Low



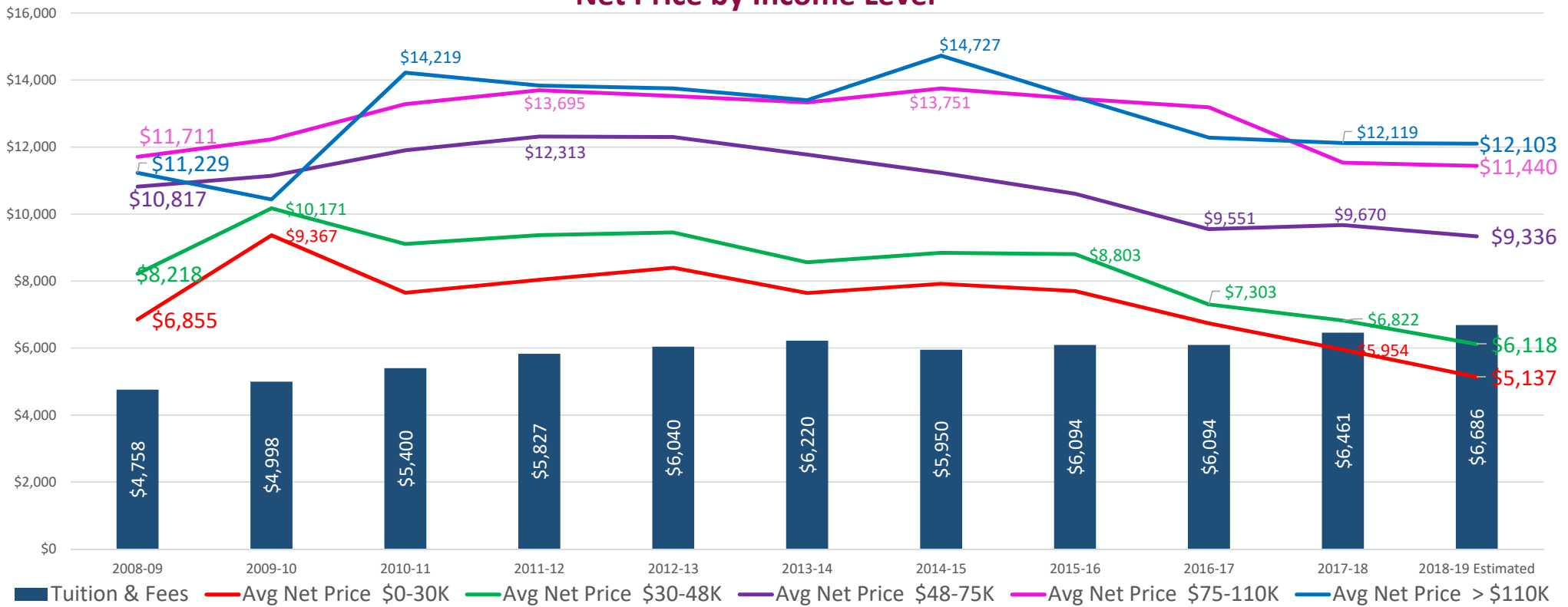
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# Affordability Across All Income Levels Specifically Low Income Students

## Net Price by Income Level

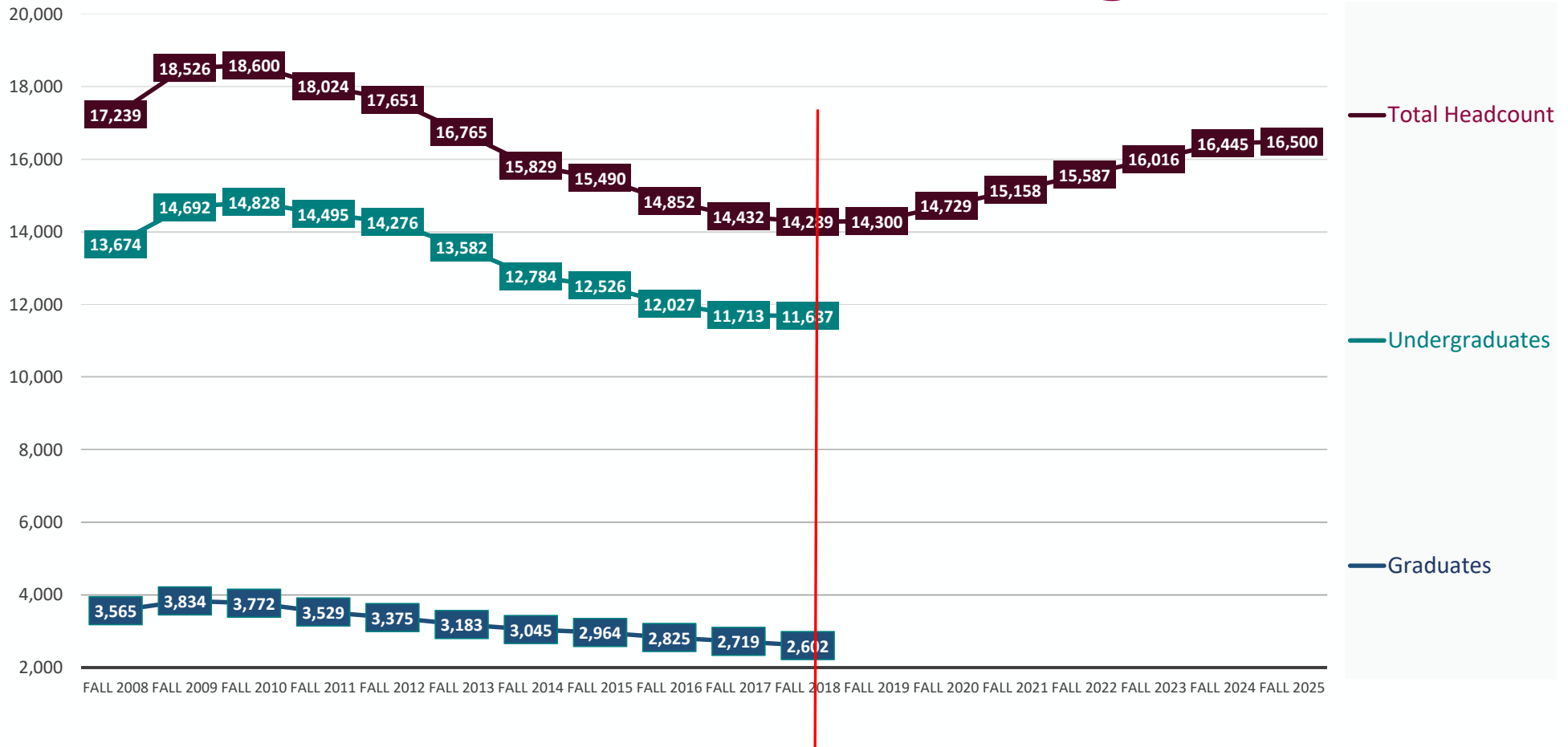


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Source: Integrated Postsecondary Education Data System <https://nces.ed.gov/ipeds/>

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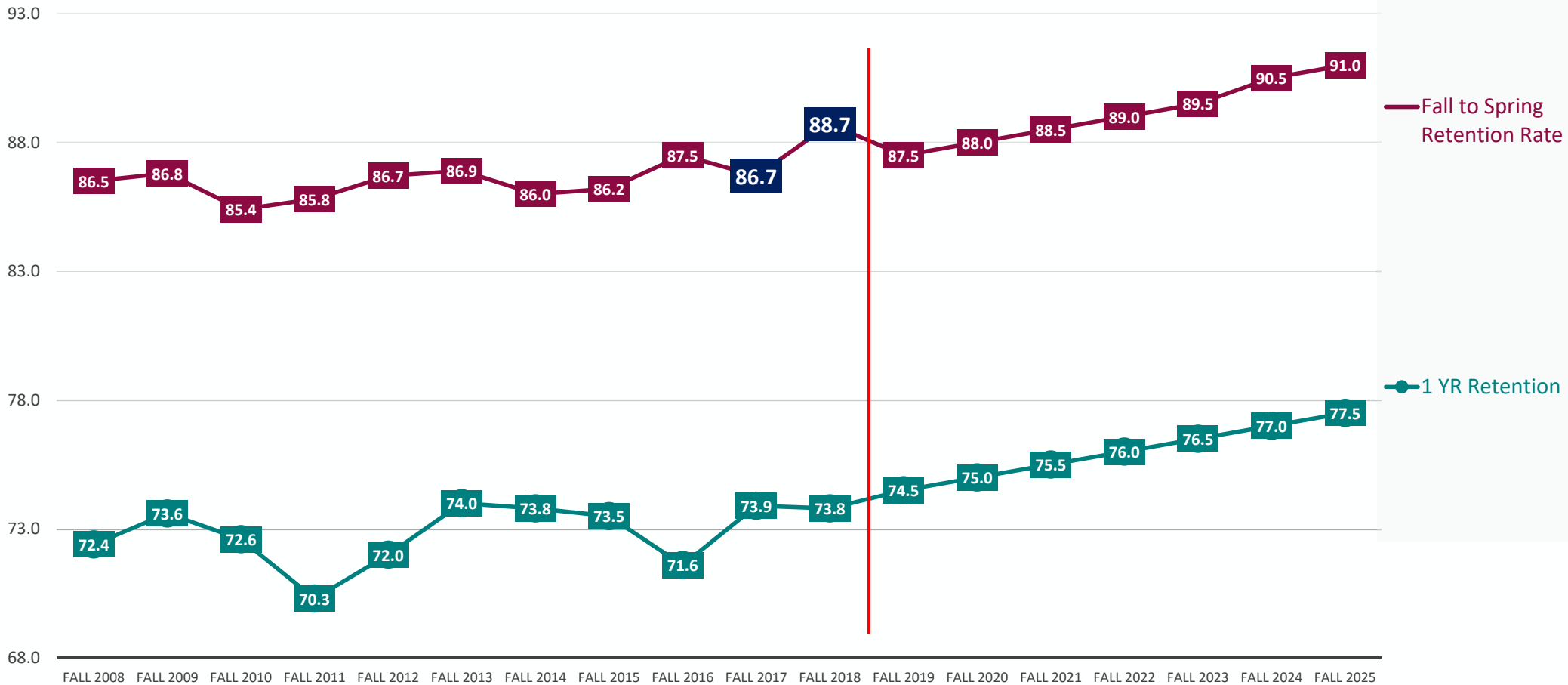
# Set and Meet Enrollment Targets



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Source: Integrated Postsecondary Education Data System <https://nces.ed.gov/ipeds/> and NMSU Institutional Analysis

# Sustain Increases in Retention

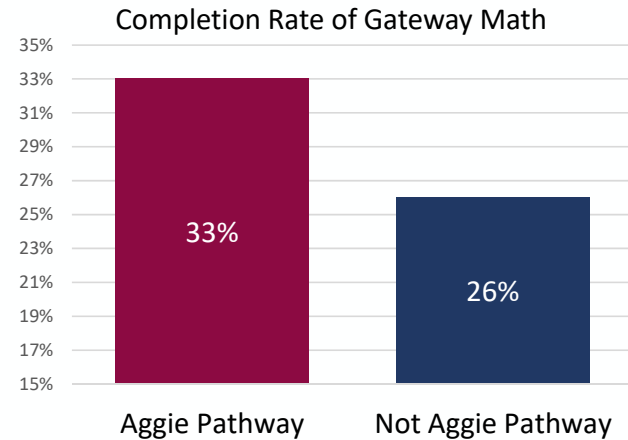
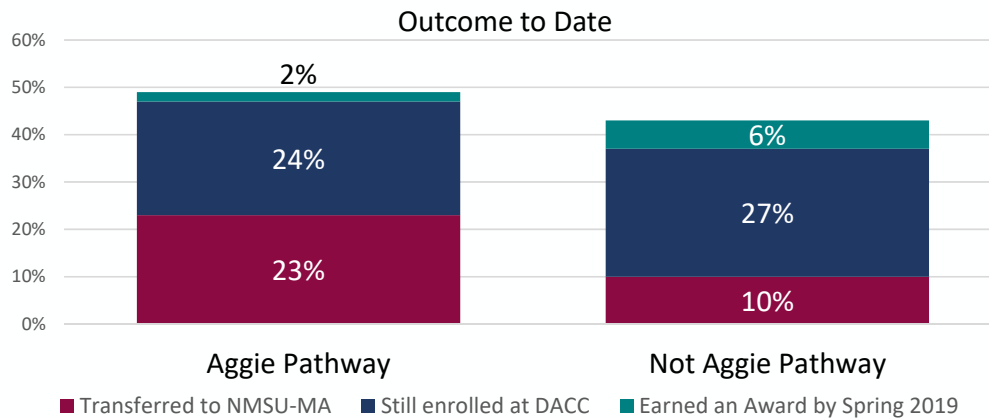
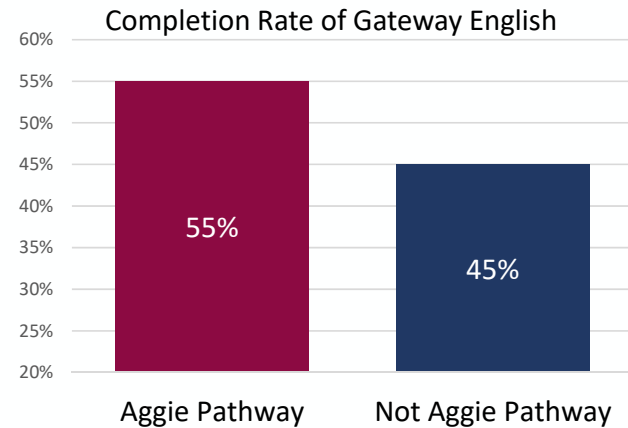
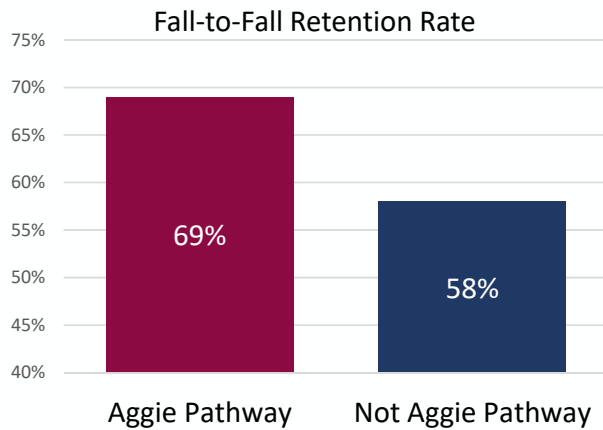


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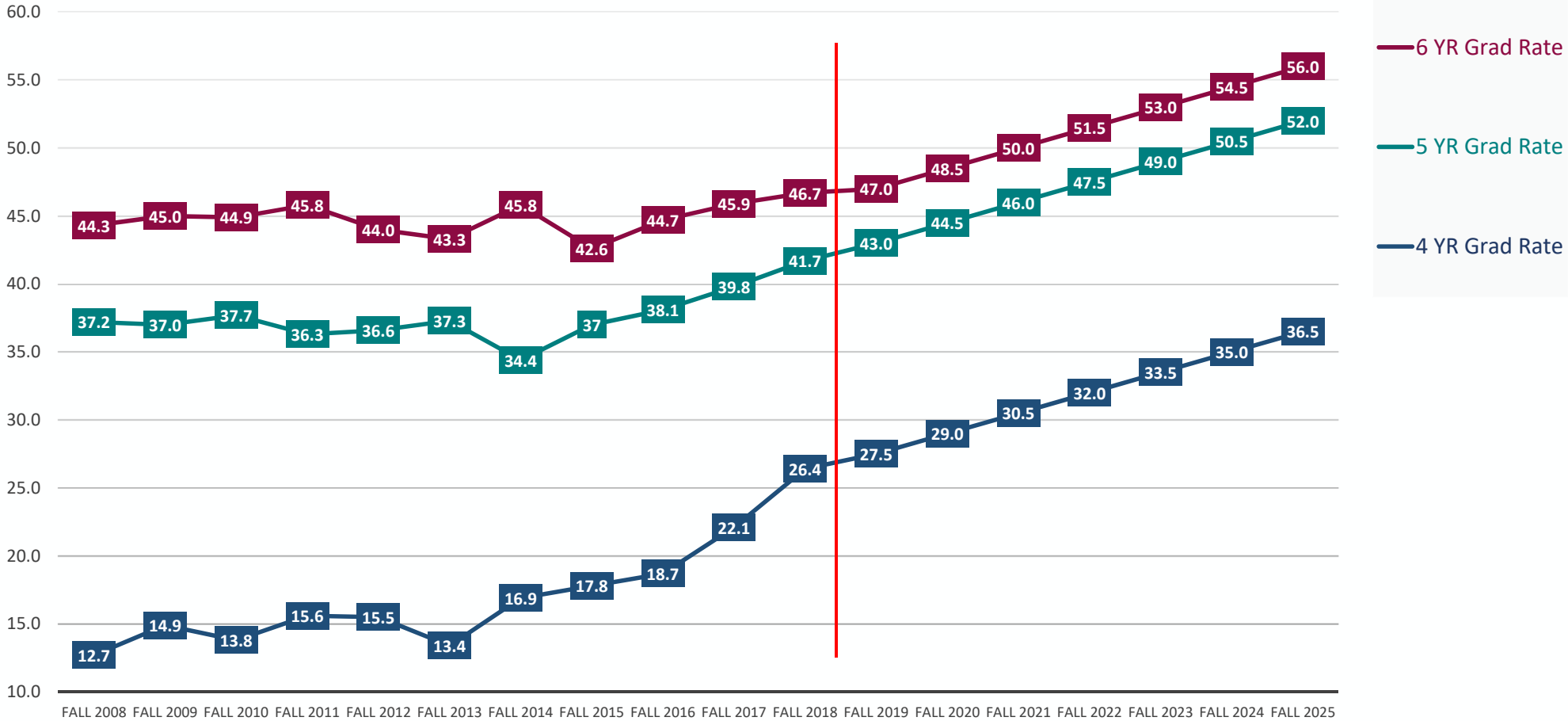
Source: Integrated Postsecondary Education Data System <https://nces.ed.gov/ipeds/> and NMSU Institutional Analysis

NOTE: All shown by reporting semester

# Aggie Pathway Students at Dona Ana Community College - Fall 2016



# Propel Bachelor's Degree Attainment



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Source: Integrated Postsecondary Education Data System <https://nces.ed.gov/ipeds/> and NMSU Institutional Analysis

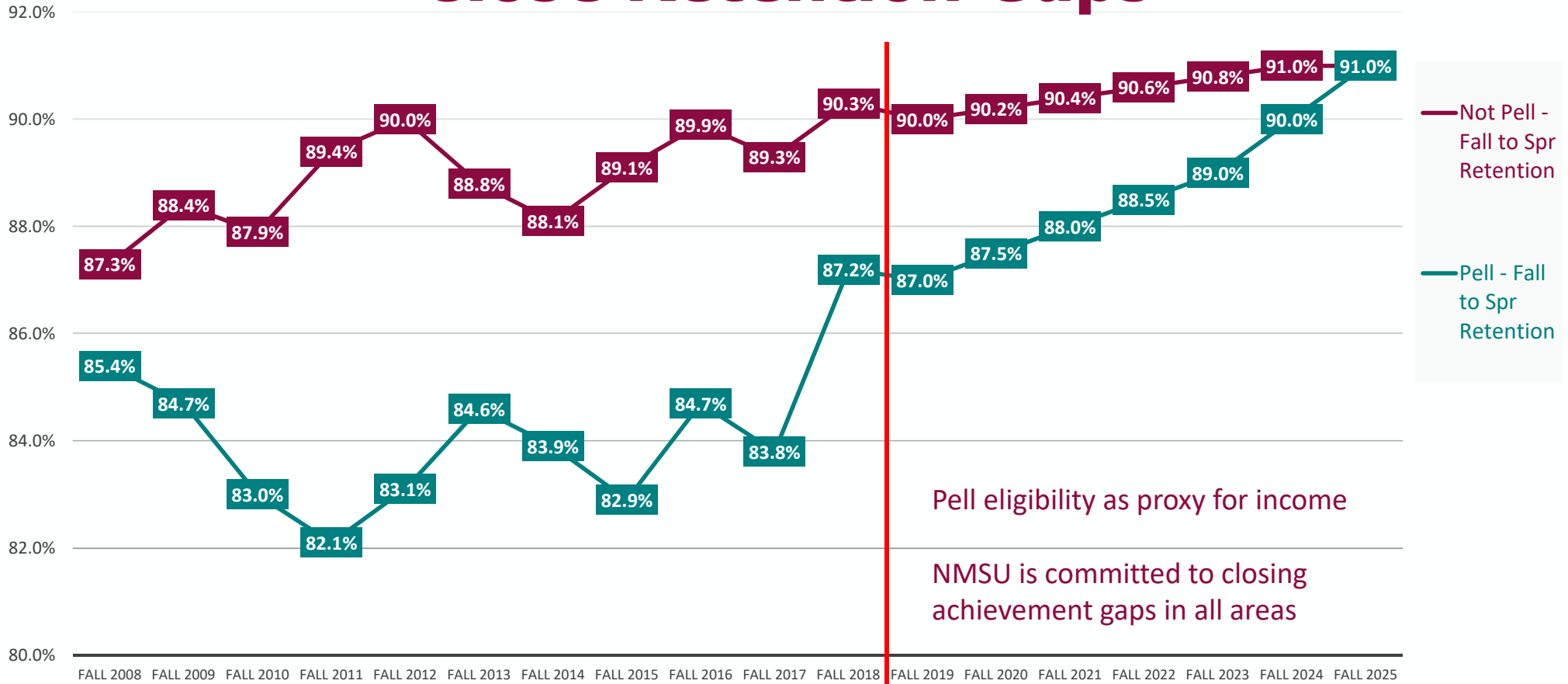
NOTE: All shown by reporting semester

# Goal 1: Enhance Student Success & Social Mobility

## Examine and Close Achievement Gaps

- **Income**
- **Race and Ethnicity**
- **Gender**
- **Age**
- **Academic Program**

# Close Retention Gaps



Pell eligibility as proxy for income

NMSU is committed to closing achievement gaps in all areas



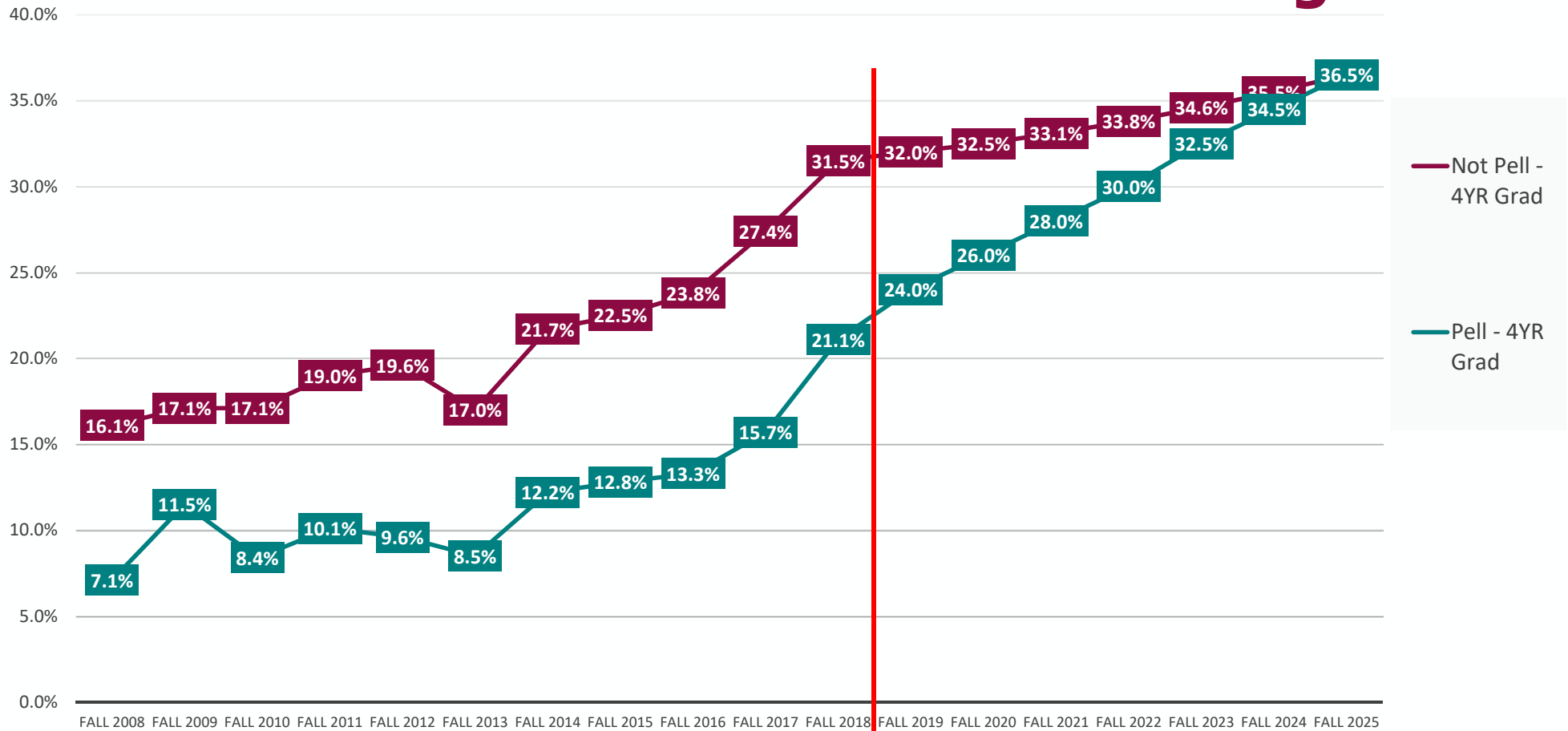
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NOTE: All shown by reporting semester



# Climb the Economic Ladder with a Degree

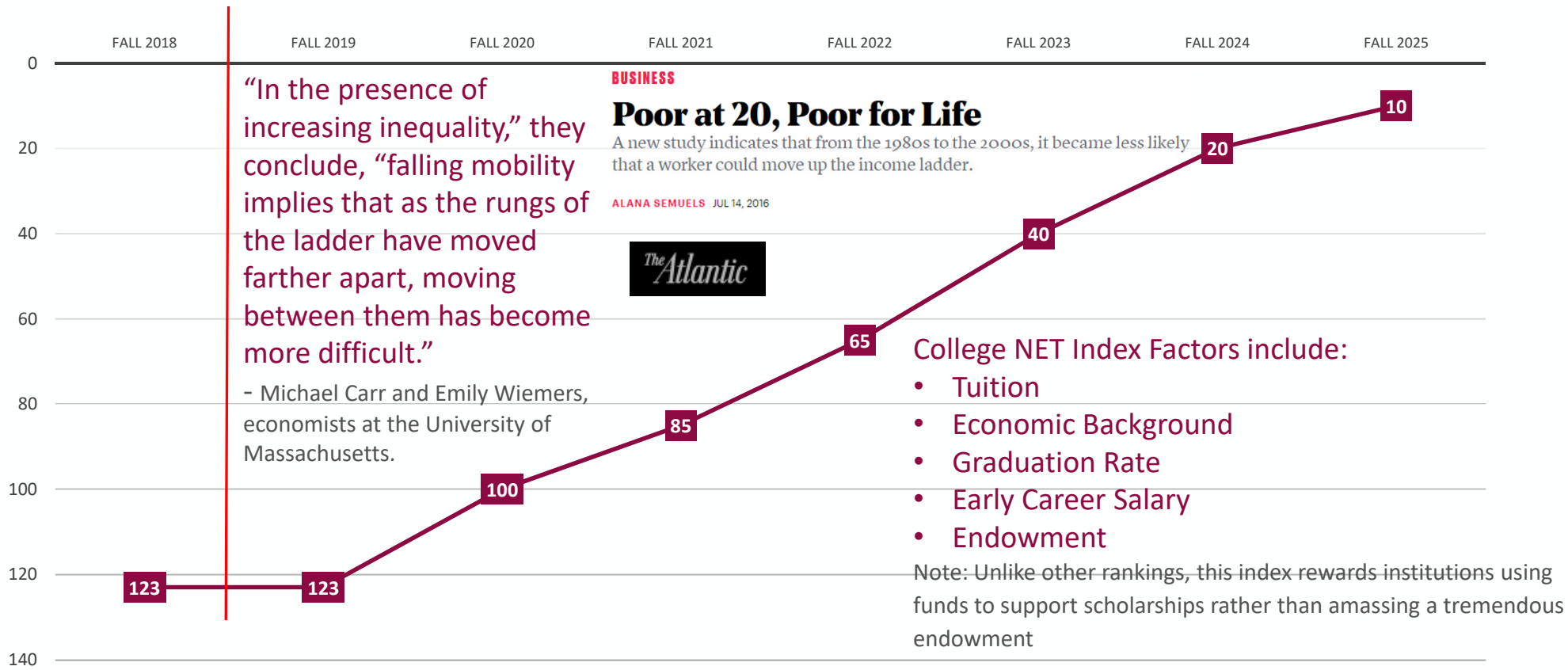


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NOTE: All shown by reporting semester

# Social Mobility Index



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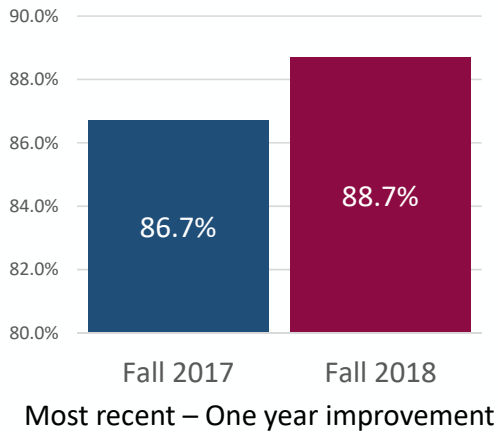
Source: CollegeNET Social Mobility Index <http://www.socialmobilityindex.org/>

# Goal 1: Enhance Student Success & Social Mobility

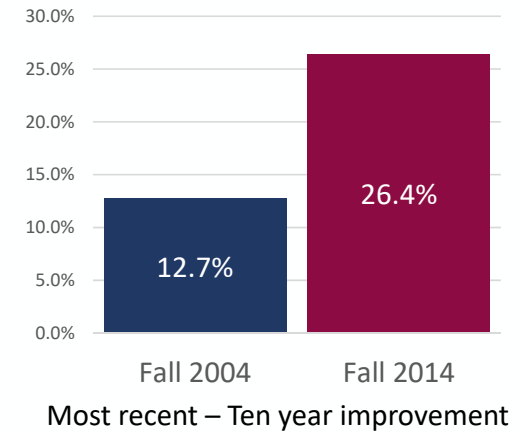
## Meet Students Where They're At and Accelerate Progress

- The greatest weakness and opportunity in student success is the first year
- In the last decade, NMSU's four year graduation rate has doubled, while serving a far more diverse and economically disadvantaged population

Fall to Spring Retention



Four Year Graduation

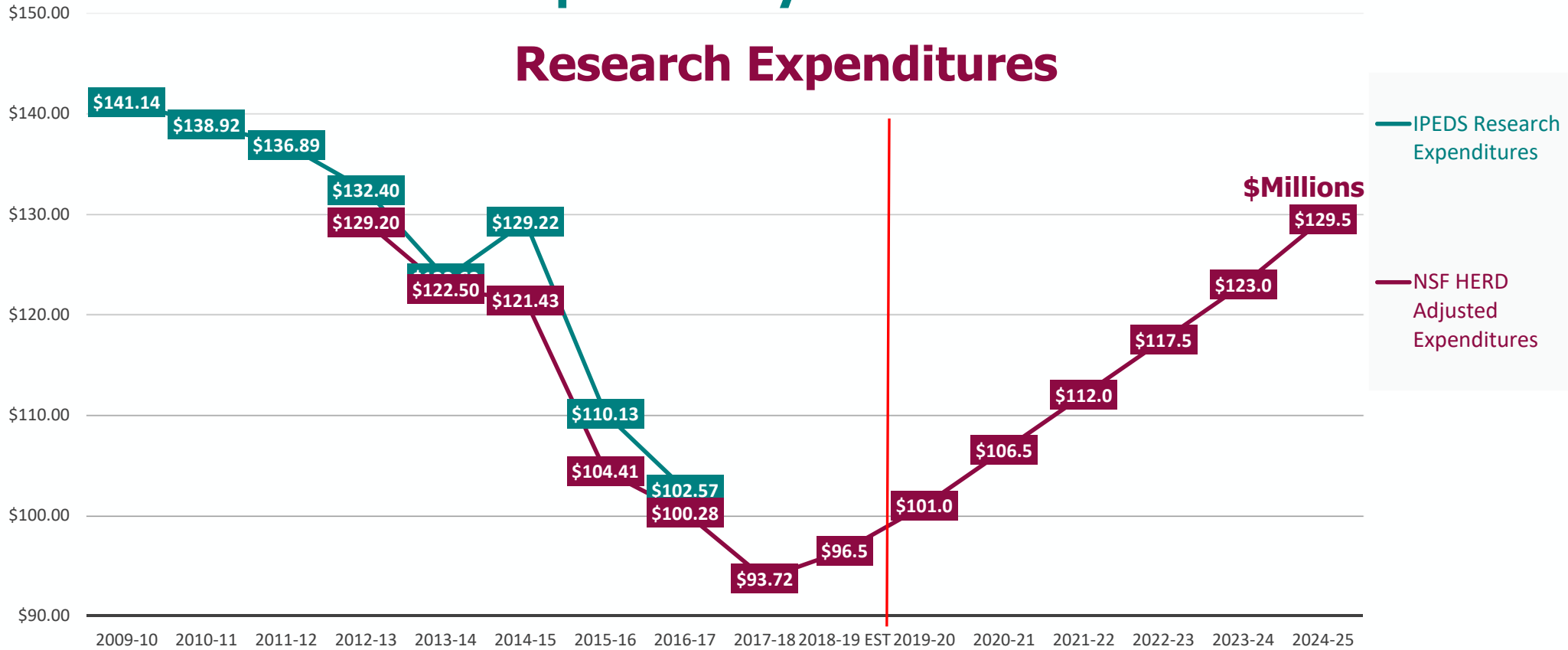


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# Goal 2: Elevate Research & Creativity

## Partnerships are Key to Research Growth

### Research Expenditures



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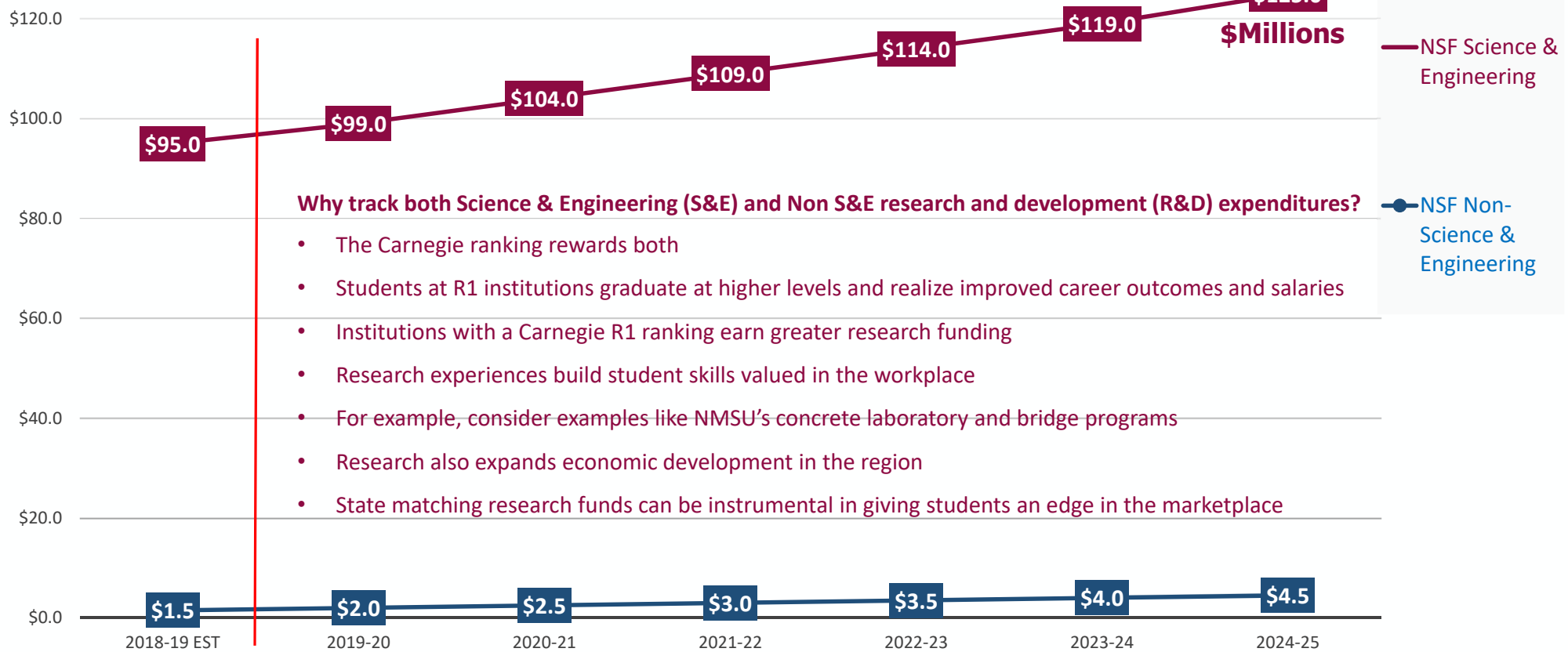
Source: Integrated Postsecondary Education Data System <https://nces.ed.gov/ipeds/>

NOTE: IPEDS Financial Reporting Methodology changed in 2015-16

NOTE: National Sciences Foundation (NSF) Higher Education Research & Development (HERD) Adjusted Data

# Goal 2: Elevate Research & Creativity

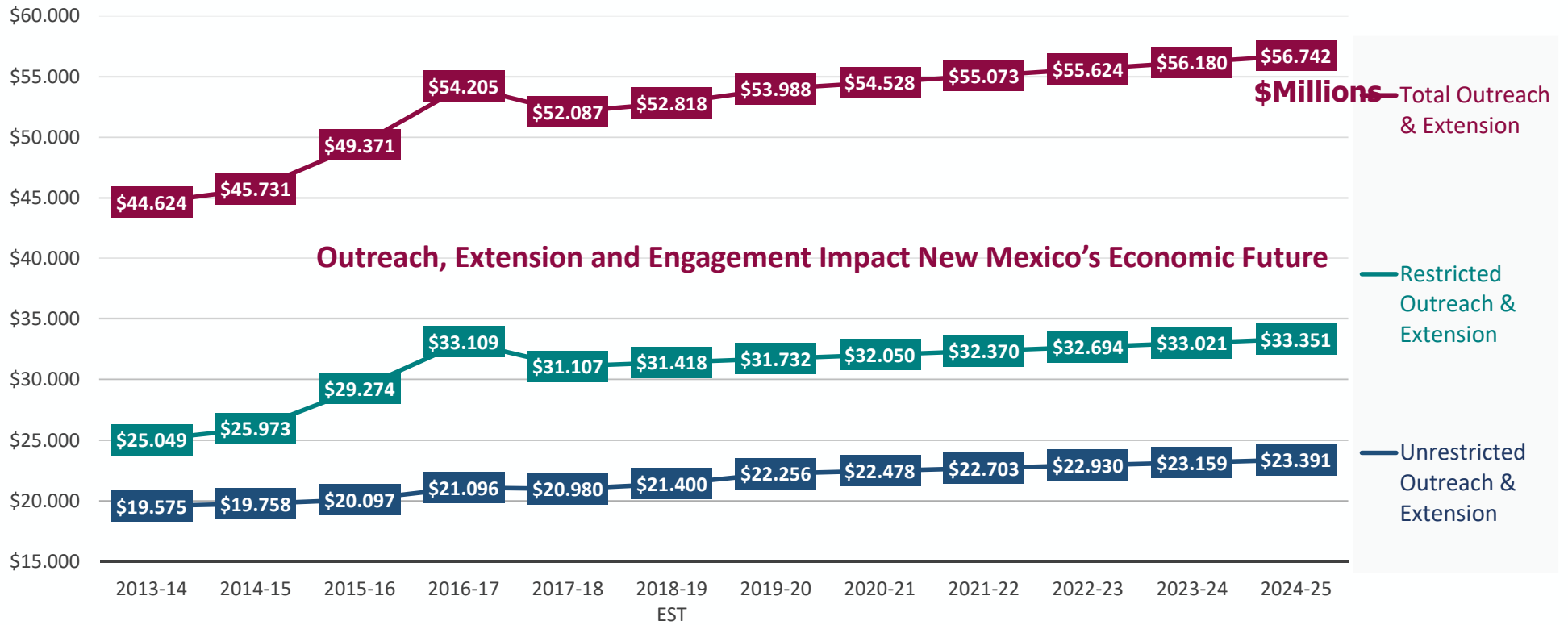
## Achieve Carnegie R1 Ranking



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NOTE: National Sciences Foundation (NSF) Higher Education Research & Development (HERD) Adjusted Data

# Goal 3: Amplify Extension & Outreach



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# Goal 3: Amplify Extension & Outreach

- Land Grant Extension Outreach
  - Reach over 600,000 residents/annually with educational programs
  - Leverage over 10,500 volunteers
    - 4H Youth Development
    - Agriculture and Natural Resources
    - Family and Consumer Services
    - Community and Economic Development
- Public/Private Partnerships
  - Meet Research Needs of Industry
  - Build Ongoing Relationships
  - Economic Development



# Goal 4: Build a Robust University System

## Performance Management

### **The highest quality education demands engagement, buy-in, personnel quality and accountability**

- Over 1,000 individuals actively engaged in the NMSU 2025 plan development
- Performance management principles extended across the system
- Faculty and staff performance evaluations with expectations linked to NMSU 2025 Strategic Plan
- Leaders well informed by data to achieve success at all levels
- College and unit performance expectations and rewards aligned with NMSU 2025

### **Administrative processes meet and serve the needs of the institution to foster institutional success**

- The key element of services is to “Serve”
- Continuous evaluation and optimization of the most effective administrative service models
- Strategic resource allocation mechanisms and assets are key to realizing strategic priorities



# NM Higher Education Opportunities

- **Public/Private Sector Partnerships**
- **Legislative:**
  - **Research Matching Dollars**
  - **Endowment Matching Funds**
- **Scholarships – Lottery and Supplemental Matching**
- **Collaboration Amongst Institutions (COE+)**
- **NM Higher Education Dept (HED)- Additional Resources**