BUILDING THE VISION

NMSU Carlsbad Strategic Plan 2013 – 2018

NMSU Carlsbad Mission
The mission of New Mexico State University Carlsbad is to provide access to quality educational opportunities and to support the economic and cultural life of the people of southeastern New Mexico.

NMSU Carlsbad Vision
New Mexico State University Carlsbad will be the foremost institution of higher education in southeastern New Mexico.
Goal 1: Diversity

Be a model of student, faculty, and staff diversity at all levels
Objective 1: To ensure that NMSU faculty, staff, and student demographics reflect state and regional demographics.

**Strategy 1:** Increased recruitment of Hispanic faculty and staff members
- **Action 1:** Increased attention to advertising
- **Action 2:** Increased attention to job description narratives

**Strategy 2:** Increased recruitment of Hispanic, black, and Native American students
- **Action 1:** Analysis of recruiting materials
- **Action 2:** Analysis of recruiting visits

**Strategy 3:** Study best practices in minority student involvement
- **Action 1:** Amass best practices details
- **Action 2:** Absorb best practices into NMSU Carlsbad culture

KP1: Diversity of faculty and student population

Objective 2: To ensure that campus events reflect the diversity represented on the NMSU Carlsbad campus.

**Strategy 1:** An analysis of the diverse populations represented
- **Action 1:** Depiction of ethnicities
- **Action 2:** Study of diversity initiatives

**Strategy 2:** An analysis of cultural events for each represented ethnicity
- **Action 1:** Depiction of ethnic events
- **Action 2:** Development of events calendar

**Strategy 3:** Increased advertising of cultural events
- **Action 1:** Email messages to all students
- **Action 2:** Development of brochures to advertise events

KP2: Listing of cultural events

Objective 3: To ensure that all NMSU Carlsbad policies and procedures support excellence, access, and a commitment to diversity.

**Strategy 1:** Analysis of student admission practices
- **Action 1:** Study issues that are barriers to students
- **Action 2:** Study course and program advising procedures

**Strategy 2:** Study of issues related to special populations
- **Action 1:** Analysis of special needs student policies
- **Action 2:** Analysis of building adaptability for special needs students

**Strategy 3:** Research the image of NMSU Carlsbad to the community and county
- **Action 1:** Business and industry input
- **Action 2:** Local school districts input

KP3: Admission standards
KP4: Special population processes
Goal 2: Graduation – Teaching, Learning, and Programs

Provide effective academic programs, stellar teaching and learning, and enhanced student engagement to advance highly capable graduates.
Objective 1: To ensure that NMSU Carlsbad provides a supportive environment to its students

Strategy 1: Enhance the first-year college experience for students
- **Action 1:** Increase intervention activities
- **Action 2:** Analyze college orientation processes

Strategy 2: Enhance college activities for all students
- **Action 1:** Provide more on-campus activities
- **Action 2:** Provide a welcoming atmosphere for students

Strategy 3: Increase recognition of completing students
- **Action 1:** Increased advertising of graduating students
- **Action 2:** Increase two plus two program offerings

KP5: Student retention data

Objective 2: To ensure that NMSU Carlsbad's academic processes support retention and completion initiatives.

Strategy 1: Encourage student degree completion and implement supporting mechanisms
- **Action 1:** Establish an enrollment management committee
- **Action 2:** Redesign developmental education program

Strategy 2: Provide coordination of course offerings, scheduling, and advising in order to eliminate student barriers
- **Action 1:** Use of Ad Astra in order to better meet student needs
- **Action 2:** Provide quality, consistent student advising

Strategy 3: Develop a “culture of completion” with enhanced student support services
- **Action 1:** Develop student/faculty academic relationships outside of the classroom
- **Action 2:** Enhance the collaborative relationship between academic affairs and student services in order to best meet student needs

KP6: Course scheduling processes

Objective 3: To ensure that NMSU Carlsbad admission policies, allocation of resources, and enrollment management processes support student success and completion.

Strategy 1: Effectively use marketing to promote completion
- **Action 1:** Human interest stories in the media
- **Action 2:** Recognition of alumni success stories

Strategy 2: Ensure that program offerings are appropriate to meet student needs
- **Action 1:** Analyze enrollment trends in all academic programs
- **Action 2:** Survey area constituents to determine the need for additional vocational/technical programs of study

Strategy 3: Analyze admission policies for all NMSU Carlsbad programs of study to determine needs for modification
- **Action 1:** Implementation of admission standards for an industrial maintenance mechanic program
- **Action 2:** Further study of entry standards for allied health programs

KP7: New programs of study
Goal 3: Internationalization
Effectively prepare students for a global society
Objective 1: To increase campus recruitment of international students

**Strategy 1:** Increase advertizing of campus opportunities
- **Action 1:** Brochure production in Spanish
- **Action 2:** Increased advertizing of STEM program offerings

**Strategy 2:** Increase housing opportunities for international students
- **Action 1:** Study campus housing provisions
- **Action 2:** Work with local realtors to develop affordable housing plan

**Strategy 3:** Increase diversity of course offerings and methodologies
- **Action 1:** Develop “sister campus” relationship with Mexico
- **Action 2:** Increase online course offerings to international students

KP8: Campus housing initiatives
KP9: Online course offerings

Objective 2: To provide a more in-depth scope of activities that recognizes the culture of other countries.

**Strategy 1:** Increase campus international appreciation activities
- **Action 1:** Focus on International Awareness week
- **Action 2:** Increase event scheduling of entities such as the “Taste of Culture”

**Strategy 2:** Facilitate the recognition of international festivities
- **Action 1:** Campus calendar depicting holidays and observations around the world
- **Action 2:** Create lecture series concentrating on international appreciation

**Strategy 3:** Strengthen the university commitment to the international focus
- **Action 1:** Increased Diversity Committee participation
- **Action 2:** Student Association recognition of international students

KP10: Schedule of campus events

Objective 3: To provide educational opportunities for NMSU Carlsbad students to study in other countries.

**Strategy 1:** Broaden student exchange opportunities
- **Action 1:** Develop relationships
- **Action 2:** Provide incentives

**Strategy 2:** Establish a Study Abroad program
- **Action 1:** Develop opportunities with other countries
- **Action 2:** Advertize study opportunities

**Strategy 3:** Develop language immersion programs
- **Action 1:** Develop contract with Mexico
- **Action 2:** Advertize credit opportunities

KP11: International course options
Goal 4: Economic Development
Be a driving force for economic progress in New Mexico
Objective 1: To strengthen relationships with local business and industry.

Strategy 1: Create sound partnerships with business and industry
- **Action 1:** Be attentive to business and industry needs
- **Action 2:** Establish close contacts with Carlsbad Department of Development and the Carlsbad Chamber of Commerce

Strategy 2: Provide needed services to business and industry
- **Action 1:** Advertise Work Keys opportunities
- **Action 2:** Provide next level training

Strategy 3: Promote business and industry opportunities
- **Action 1:** Enhanced Business Summit activities
- **Action 2:** SBDC business start-up facilitation

KP 12: MOUs with industry partners

Objective 2: To enhance program offerings aimed at meeting business and industry needs.

Strategy 1: Increase business and industry program offerings
- **Action 1:** Add a management AAS degree
- **Action 2:** Add a CDL training program

Strategy 2: Explore additional program opportunities
- **Action 1:** Investigate engineering technology program
- **Action 2:** Investigate diesel mechanics opportunities

Strategy 3: Ensure that program offerings meet industry expectations
- **Action 1:** Offer flexible scheduling options
- **Action 2:** Offer courses in multiple modes of instruction

KP 13: Increased program offerings

Objective 3: To ensure that NMSU Carlsbad students are made aware of business and industry opportunities.

Strategy 1: Develop internship opportunities for students
- **Action 1:** Develop apprenticeship programs
- **Action 2:** Advertise program opportunities

Strategy 2: Enhance program opportunities for varied student groups
- **Action 1:** Additional dual credit class offerings
- **Action 2:** Enhanced weekend and evening classes

Strategy 3: Enhance interaction between students and industry
- **Action 1:** Students attend Business Summit
- **Action 2:** Field trips to business and industry

KP 14: Dual credit course offerings
Goal 5: Effectiveness and Efficiency

Serve our local communities and constituencies across the university system
Objective 1: To increase communication with the local communities

Strategy 1: Participation of college personnel on local Boards and organizations

- **Action 1:** Executive Committee membership in service clubs
- **Action 2:** Participation in Chamber of Commerce, Department of Development, Hospital, and other community Boards

Strategy 2: Active participation of personnel in community events

- **Action 1:** Attendance at local functions
- **Action 2:** Sponsoring of events on the college campus

Strategy 3: Increased advertising of college events

- **Action 1:** Attendance at Friday Focus and Wednesday morning coffee
- **Action 2:** Participation in recognition of 40 under 40

**KP 15:** Service club memberships

Objective 2: To broaden collaborative efforts across the NMSU system

Strategy 1: Increased sharing of college faculty

- **Action 1:** Use of ITV to assist in small classes
- **Action 2:** Identification of key faculty in each subject area

Strategy 2: Increased junior, senior, and graduate course offerings

- **Action 1:** NMSU Carlsbad faculty teach the NMSU courses
- **Action 2:** Increased ITV and online courses from main campus

**Strategy 3:** Increased modes of instruction

- **Action 1:** Additional online courses
- **Action 2:** Use of adjuncts from outside of the NMSU system

**KP 16:** NMSU faculty agreements

Objective 3: To better meet the needs of New Mexico students

Strategy 1: Study of additional program needs of students

- **Action 1:** Survey of service area constituents
- **Action 2:** Survey of national, regional, and state employment trends

Strategy 2: Study of potential barriers to New Mexico students

- **Action 1:** Work with high schools on strategies to enhance student preparation
- **Action 2:** Certify NMSU Carlsbad as a GED testing site

Strategy 3: Study of program enhancement strategies

- **Action 1:** Early College program development
- **Action 2:** Flex scheduling opportunities

**KP 17:** Survey results
Goal 6: Resource Stewardship
Optimize teaching, research, and service resources through greater philanthropy and alternative revenue
**Objective 1:** To enhance efforts at creating a broad-based chapter of NMSU Carlsbad alumni.

**Strategy 1:** Initiate efforts to create a NMSU Carlsbad Alumni Association
- **Action 1:** Contacting past graduates
- **Action 2:** Election of alumni officers

**Strategy 2:** Initiate regular meetings of the alumni association
- **Action 1:** Advertise alumni meetings
- **Action 2:** Provide support for all alumni meetings

**KP 18:** Alumni meeting minutes

**Objective 2:** To develop a sense of ownership in the value of being a NMSU Carlsbad alumnus.

**Strategy 1:** Involvement of alumni in campus events
- **Action 1:** Recognition of distinguished alumni
- **Action 2:** Involve alumni in granting institutional awards

**Strategy 2:** Create additional events which involve alumni
- **Action 1:** Establishment of a homecoming event
- **Action 2:** Creation of a homecoming parade

**Strategy 3:** Provide college services to NMSU Carlsbad alumni
- **Action 1:** Access to college facilities and services
- **Action 2:** Reduced costs to alumni

**KP 19:** List of alumni events

**Objective 3:** To develop an enhanced program of alumni contributions to the college.

**Strategy 1:** Initiate campaign to enhance alumni contributions
- **Action 1:** Updated mailing lists
- **Action 2:** Creation of appropriate materials

**Strategy 2:** Enhance the value of alumni contributions
- **Action 1:** Sound advertising of campus needs
- **Action 2:** Recognition of alumni contributions

**Strategy 3:** Continued focus on targeted alumni
- **Action 1:** Visits from campus personnel to alumni

**KP 20:** Report on monies raised on an annual basis
Goal 7: Culture of Pride
Build a sense of pride in all campus entities and programs
Objective 1: To create a welcoming and supportive atmosphere campus-wide

**Strategy 1:** Ensure that campus grounds and buildings are maintained in an orderly condition.
- **Action 1:** Conduct quarterly volunteer campus clean-up events
- **Action 2:** Develop a process of reporting and addressing facility issues

**Strategy 2:** Ensure that all campus classrooms are equipped with appropriate technologies.
- **Action 1:** Work through the NMSU Carlsbad Facilities and Institutional Operations Committee to determine the latest technologies and to consider campus technology needs

**Strategy 3:** Foster a sense of campus ownership among students and all campus entities.
- **Action 1:** Work through the Association of Students to develop a sense of ownership among students
- **Action 2:** Provide positive examples of campus pride from multiple entities from across the campus

KP 21: Schedule of campus clean-up events

Objective 2: To foster an environment of pride among all campus entities.

**Strategy 1:** Development of a campus-wide commitment of all employees to perform their job responsibilities to the best of their abilities
- **Action 1:** Enhance best practices in teaching
- **Action 2:** Continuing professional development

**Strategy 2:** Provide best practices in customer service
- **Action 1:** Training in customer service practices
- **Action 2:** Consistent feedback to all campus employees

**Strategy 3:** Provide additional opportunities for community involvement in campus events
- **Action 1:** Development and advertising of campus events
- **Action 2:** Continuing analysis of additional community education opportunities

KP 22: Report of completed professional development

Objective 3: To promote accomplishments of all NMSU Carlsbad entities

**Strategy 1:** Enhanced recognition of faculty and staff accomplishments
- **Action 1:** Creation of an Outstanding Staff Award Procedure
- **Action 2:** Reestablishment of Above and Beyond Awards as a campus-wide Initiative

**Strategy 2:** Enhanced recognition of student accomplishments
- **Action 1:** Increased recognition of President’s and Vice President Honor Roll recipients
- **Action 2:** Increased advertising of Crimson Scholars, All USA Scholars, and student awardees as selected by faculty

**Strategy 3:** Enhanced recognition of institutional accomplishments
- **Action 1:** Increased advertising of achievements by NMSU Carlsbad entities
- **Action 2:** Use of enhanced signage to advertise significant campus events

KP 23: Lists of Roush and Outstanding Staff honorees