Section 1: Introduction

Overview of New Mexico Tech

New Mexico Tech is a research university specializing in science, engineering and technology. Founded in 1889 as the New Mexico School of Mines, the university opened with one building, two professors and seven students. A handful of local families in Socorro donated land that would become NMT’s beautiful campus; these families have been recognized with a campus monument.

The school changed its name to the New Mexico Institute of Mining and Technology in the 1950s to reflect the increasingly broad range of academic offerings. NMT has grown from a mining-focused university to a research institution that offers a wide range of STEM degrees, as well as course offerings in social sciences and humanities.

In the fall of 2014, Tech enrolled 1,555 undergraduate students and 550 graduate students. New Mexico Tech is consistently ranked highly by all major national magazines that publish rankings. Tech is the most successful public institution at preparing undergraduates for Ph.D. programs. In 2014, USA Today rated NMT as the 8th best school for engineering. Tech graduates also earn more than their peers, according to national studies.

Context for Strategic Planning

American post-secondary education is in a state of flux, struggling to define its role in an ever changing global environment of public and private institutions competing for declining student and research dollars. State-supported colleges and universities are further burdened by declining public expenditures on higher education given changing social priorities and economic conditions. The State of New Mexico has not been alone in confronting these challenges. Further, New Mexico Institute of Mining and Technology has been significantly impacted by the increasing costs of education, changing student demographics, state funding uncertainties, federal mandates, and the state’s economy, while striving to maintain its teaching and research excellence.

The University is further challenged by its small size and focus on STEM education; NMT is the only such institution in the State of New Mexico. Thus, NMT must compete for funding with other state-supported universities with larger student bodies, significant infrastructure, and broader academic and research missions. The changing demands and declining resources have focused attention on the need for thinking strategically to establish a long term direction for the University. In an effort to plan its own future, the New Mexico Institute of Mining and Technology has undergone an eighteen-month strategic planning effort to assess its current academic and business processes and practices and identify opportunities for its future growth and development. To address these significant challenges, the University’s administration has been proactive and involved in the planning process. The contents of the NMT Strategic Plan are the result of a participative collaborative process involving faculty, students, staff, researchers, alumni, and community members making their collaborative assessment of the university’s current condition as well as our priorities for the future. Finally, the strategic plan was developed with both internal and external data that drove the decisions throughout the strategic planning process (See Appendix: Strategic Planning Process).

Recent History of NMT Strategic Plans
New Mexico Tech developed a Strategic Plan in 1999. Since then, we have been working toward achieving the goals of this plan. The original plan plus annual updates on our progress are listed below.

New Mexico Tech issued updates to the Strategic Plan in 2000, 2001, 2003, 2004, and 2006 – and has been operating under the guidance of that plan ever since.

The university president, Dr. Daniel H. López, commissioned a new strategic plan in late 2012, with a committee formed in 2013. The Strategic Planning Committee met every other week throughout 2014 to form a draft plan, which was presented to the campus community for periodic reviews and to the President for review and approval. The results of this extensive planning process are presented in this report.
Section 2: Strategic Direction

Vision of the University

New Mexico Tech aspires to be a preeminent community of scholars dedicated to research, education, and innovation—advancing science, technology, engineering, and mathematics—to meet the challenges of tomorrow. We will drive innovation and education through transdisciplinary collaborations.

Mission of the University

New Mexico Tech serves the state and beyond through education, research, and service, focused in science, technology, engineering, and mathematics. Involved faculty educate a diverse student body in rigorous and collaborative programs, preparing scientists and engineers for the future. Our innovative and interdisciplinary research expands the reach of humanity’s knowledge and capabilities. Researchers, faculty, and students work together to solve real world problems. Our economic development and technology transfer benefit the economy of the state and create opportunities for success. We serve the public through applied research, professional development, and teacher education, benefitting the people of New Mexico.

Values of the University

Research: NMT values groundbreaking research that generates knowledge and innovative design concepts to solve challenging science and engineering problems. Success in research requires a relentless commitment and focus by faculty, students, and research staff. Our small size encourages interdisciplinary collaborations to solve problems that are not tractable within a single field. We are dedicated to balancing the demands for education and research productivity and developing the resources and support necessary for globally competitive research that will solve complex problems, discover innovative abilities, and transform our future.

Integrity: Integrity is honored as a fundamental value at New Mexico Tech. Dishonesty, cheating, and plagiarism have no place in a respected institution of research and higher education. Real integrity goes further than avoiding these negatives; integrity means having the courage to defend the truth, to act fairly, ethically, and honestly in all our endeavors, and to be responsible members of the community.

Creativity: Creativity is integral in all endeavors from learning to business to research. It calls for curiosity, adaptability, resourcefulness, and requires imagination, vision, risk-taking, and diligence. Solving difficult problems often requires non-traditional approaches. Whether a task is being performed by NMT staff, students, faculty, administrators, or regents, our institution encourages and expects creativity.

Lifelong Learning: We value learning how to learn. We develop lifelong learning skills through a rigorous curriculum, a challenging educational experience with a foundation of critical thinking and problem solving, invigorating research and significant professional development; this prepares students, faculty, and staff for continuing individual and career growth. We intend our faculty-to-student ratio and collegial environment to facilitate mentorship and one-on-one guidance on how to approach difficult concepts and challenging problems. This strengthens all of our abilities to be independent and highly productive learners and contributors.
Excellence: New Mexico Tech is known for the high quality of its education and research; we aspire to excellence in all aspects of our mission.

Economic Prosperity and Technological Development: New Mexico Tech values the economic prosperity and technological development of New Mexico and the world. Our professional development programs advance the skill level of the state and national workforce. Our outreach programs attempt to inspire underrepresented communities to pursue STEM careers and participate fully in our economic future. We prepare people of all backgrounds to join the well-educated workforce of tomorrow through academic rigor and practical research experience. As a result of our strengths, we provide strategic support, technical assistance, and technology transfer that bolster public and private sector competitiveness.

Integrated Planning and Decision Making: We value openness, fairness, collaboration, and stakeholder input in all aspects of NMT operation. It is critical that data be a driving factor in important decisions involving university functions. Data is to be shared to the extent possible to detect errors, to assure data quality, and to facilitate stakeholder participation in integrated decision making across organizations. We commit to collecting, sharing, and archiving consistent data and participating in transparent decision-making.

Collegiality and Collaboration: We value the positive energy, performance, and support that come from a collegial and collaborative environment, where team members actively contribute to the advancement of our students, our colleagues, and our institution.
Section 3: Strategic Priorities 2015-2020

Our strategic plan started with our current national and state context. The identified strategic priorities respond to this context and the input received from our community during the SWOT analysis. From this foundation, the SPC built a plan that supports our mission and provides a path to our vision. This plan is expressed in terms of the strategic priorities with specific goals and objectives to be met through detailed tasks. This structure was then reinforced with proposed timelines and resource requirements, along with the identification of champions to lead the implementation phase. Here we present the strategic priorities and in the next section we will provide an overview of the draft implementation plan.

Each task force focused on a specific area of strategic priority for NMT’s future. In each case, the task force considered the following nine questions

1. What are the boundaries and intent of each strategic priority that distinguishes it from other priorities?
2. What is the importance of the strategic priority and how does it contribute directly to achieving the university’s mission and move NMT forward toward our vision?
3. How is the strategic priority responsive to SWOT analysis themes identified by the university constituency?
4. To what degree does the strategic priority have a reasonable expectation of achievement over the five-year time horizon of the strategic plan?
5. To what degree is the strategic priority an institution-wide initiative as opposed to a department or unit initiative with a limited scope?
6. To what degree does the strategic priority contribute to the university’s competitive advantage as a STEM institution to be recognized as a premier research and teaching university?
7. What data and information is available that contributes to our understanding of the current status of the strategic priority and future direction for the university on that priority?
8. What are the goals and objectives for achieving the strategic priority?
9. What are the short-term or “quick fix” projects uncovered during-SPC task force meetings?

Based on data analysis (SWOT Analysis, NMT budget and performance data, benchmarking to other institutions), consideration of our current context, and evaluation of the future institute needs, each task force briefly outlined the boundaries and intent of the strategic priority; its importance; and the goals, objectives, and tasks necessary to address the priority. The following sections include these considerations from each task force. Note that the order of priorities is alphabetic. More details (e.g., data analysis from task forces) are included in the appendices.

The champion(s) for each objective, the projected resource requirements, start date, and estimated months of effort required, as well as technical resources are outlined in the draft implementation plan. Vice Presidents have been appointed as official champions for each objective to leverage NMT’s existing administrative organization in advancing our strategic plan.
Strategic Priority: Streamline Communication and Business Processes

Strategic Priority – priority boundaries and intent
Planning, resource allocation, communication, and procedures are not directly our mission, but they have an enormous effect on how successful we can be at our mission. We can only move toward our vision with careful planning and execution. Resource allocation frequently defines what we can do and what new paths we can take. Communication is critical to building a community. Procedures may seem to affect only one office, but they also matter to everyone who has dealings with that office, and thus the institute as a whole.

Importance
Improved communication (internal and external), funding allocation, and a renewed emphasis on processes are crucial to the continued vitality and success of New Mexico Tech.

Goals and Objectives – including tasks and recommendations

Goal 1: Establish ongoing communication process of NMT Strategic Planning
In order for the Strategic Plan to be a living document, Tech needs to evaluate progress at least annually, as well as consider changes as circumstances change. The initial Strategic Plan Review Team will consist of the chairs of the SPC task forces, with other participants welcome. The Strategic Plan Review Team will work with the Vice Presidents (the champions of the strategic plan) to a carry out the annual review and update process, as well as to serve as an advisory committee to provide consultation on the developed plan as needed.

Objective 1.1: Perform an annual evaluation of the strategic plan and communicate progress to the NMT community.

Objective 1.2: Submit an annual report to NMT administration for review and approval.

Task 1: Form the Strategic Plan Review Team.

Recommendation: An initial Strategic Plan Review Team will consist of the chairs of the SPC task forces, with other participants welcome. The Strategic Plan Review Team will work with the Vice Presidents (the champions of the strategic plan) to a carry out the annual review and update process, as well as to serve as an advisory committee to provide consultation on the developed plan as needed.

Task 2: The Strategic Plan Review Team, in consultation with the Champions, is to produce an annual report by the beginning of April each year, to be presented to the President and the Faculty Senate. The report will present the metrics and tasks completed, as well as suggesting needed amendments.

Task 3: Post the working implementation plan, metrics, status, and tasks completed on the NMT intranet.

Task 4: Post amendments to the Strategic Plan after approval by the President.

Goal 2: Establish a five-year resource allocation plan to be updated annually

Requests for budget (including positions) should be made annually, based on a 5-year plan that is updated annually. Each department will have a plan, which will be used to set hiring priorities, resource allocation, and as a basis for annual department evaluations. These plans are discussed with appropriate Vice President and
aligned with the NMT Strategic Plan. Priorities are discussed and set by the VP, then the overall division request is submitted.

Objective 2.1: Develop and review budget requirements with NMT administration and academic and administrative departments on an annual basis to create a five-year budget plan (Depends on five-year strategic plans for departments and requires data from Quality Growth Objective 1.1).

Objective 2.2: Update five-year budget projections on an annual basis and reallocate based on established criteria (Depends on Student Success Objective 2.2).

Task 1: VPA&F will provide a schedule for when all VPs need to have budget requests submitted.

Task 2: Each VP will provide a schedule for their departments to develop and submit budget requests.

Task 3: VPs agree on a standard template for departmental plans.

Task 4: Each department develops a five-year plan, in consultation with the VPs/Deans. These will be used to set hiring priorities, resource allocation, and as a basis for annual department evaluation.

Task 5: Each department annually updates their five-year plan, in consultation with the VPs/Deans.

Goal 3: Expand broad-based participation in decision-making
Standing committees of the Faculty Senate should be used for broad input into decisions. Some committees need to have their membership expanded to include staff members.

Objective 3.1: Expand standing committee participation from all constituencies to broaden input into decision-making.

Task 1: Standing committees should consider the need for staff representation and report back to Senate.

Task 2: Committees invite appropriate staff to join or consult with the committee.

Task 3: Reorganize the Institute Faculty Senate to broaden decision-making.

Goal 4: Expand the centralized communications functions to increase NMT’s visibility and recognition.
A central office, with adequate staff, is needed to improve and maintain the NMT website, greatly increase and improve our social media presence, expand marketing efforts, liaise with mass media making NMT the go-to school for experts in STEM, as well as providing press releases and Tech news. Internally, this office will also publicize events; maintain a calendar of seminars so we can find out what is going on in other departments; relay congratulations for new grants and other kudos.

Objective 4.1: Develop a comprehensive plan for expanding the centralized communication functions of the university.

Objective 4.2: Implement the comprehensive plan and evaluate communication progress annually.

Task 1: Organize a Communication Office (possibly mostly by reassigning of duties) that will become the focal point for developing and distributing information internally and externally.

Task 2: Improve the NMT website’s functionality and appearance for both on-campus and off-campus users.

Task 3: Expand social media presence both internally and externally.
Task 4: Improve the functionality and usability of the all-campus calendar to broaden participation and share information.

**Goal 5: Develop a university-wide culture of information sharing.**
Tech needs full implementation and access to Banner or an alternative software approach to enable everyone to get the information they need to properly carry out their responsibilities. Information should be more easily available. NMT has an intranet that could be used for things that wouldn’t be appropriate on the Internet.

**Objective 5.1:** Evaluate expanded access to Banner that is responsive to user needs and ensure data security.

Task 1: Purchase and install an appropriate module to allow people to be given read-only access to Banner data or select alternative approach to such access.

Task 2: Determine those users who should have Banner access to carry out necessary functions.

Task 3: Extend Banner and/or other data access as needed.

**Objective 5.2:** Evaluate full utilization of the university’s intranet to improve internal communications.

Task 1: Vice Presidents will work with their division to determine what information can and should be made more easily available.

Task 2: Publicize information in NMT intranet and update it on a regular basis.

**Goal 6: Modernize NMT business practices.**
Make more procedures paperless and more efficient (e.g., hiring process, purchasing, and travel).

It is important to engage involved community members in the evaluation and design of processes to ensure smooth transition and balanced decision-making.

**Objective 6.1:** Evaluate and improve NMT business practices and workflows against established standards and criteria.

Task 1: Offices still using paper forms will develop plans to reduce or eliminate the paper required. Offices must ensure that electronic forms are compatible with all major platforms (Windows, Mac, Linux).

Task 2: Evaluate the needs and consequences of online or workflow procedures. Engage involved community members in the evaluation and design of processes to ensure smooth transition and balanced decision-making. Switch to either on-line or workflow procedures where appropriate.

Task 3: Re-evaluate required approvals as workflows or online procedures are established.

**Objective 6.2:** Streamline the human resource functions to include hiring, promotion, career ladders, and performance reviews. In many cases, research staff and faculty salaries are based chiefly on the starting salary they were able to negotiate. A more systematic approach, recognizing performance as well as market, could be a benefit.

Task 1: Develop a staff path for advancement or progression and an associated salary ladder with levels within a given grade.

Task 2: Develop a faculty salary system proposal, to be submitted to the Faculty Senate.
Task 3: Develop a professional salary system proposal, to be submitted to division directors and professional staff.

Task 4: Revise job descriptions where needed.

Task 5: Develop a regular system of 360-performance reviews, based on job descriptions.

Task 6: Develop a procedure of promotion to new levels in staff path and associated pay raise in the salary ladder, based on performance review.
Strategic Priority: Build Collaborations as a Community of Scholars

Strategic Priority – priority boundaries and intent
This strategic priority is defined by the building of community both within the bounds of campus and extending outward toward all parts of the world. NMT is dedicated to building a strong sense of community among our students, but also as one community with all faculty, staff, students, and alumni of the institute. The goals of this effort are to bring newcomers into the community, to provide a supportive environment for them to grow and innovate within the community, and finally to broaden the circle of community to begin the cycle again. As a diverse and unified community with administrative support for growth and development, we have the greatest possibility of success and spreading the influence of New Mexico Tech.

Importance
Our continued success as a research and teaching institution relies on our ability to connect with each other and our students, develop them into successful scientists and engineers, and send them into the world, thus increasing the influence of New Mexico Tech.

Goals and Objectives – including tasks and recommendations
The goals of this priority are to develop a cycle for bringing new faculty, staff, and researchers into our community; supporting and encouraging them to grow, learn, and innovate; and then spreading their ideas and the New Mexico Tech community outward. Throughout this cycle, individuals will feel they are part of the broader New Mexico Tech family and their individual success is enhanced by the success of the community as a whole.

Goal 1: Develop a formal orientation process to the NMT Community, including connection to our natural environment, for new faculty, researchers, and staff to welcome them to the university and enhance their success and contribution to NMT.

Objective 1.1: Develop new training methodologies to introduce new faculty, staff, and researchers to NMT.

Task 1: Develop new methods for training new faculty and staff on Institute policies and procedures. The training should be phased to allow maximum learning potential and to provide multiple opportunities for new hires to interact and build community.

Objective 1.2: Provide improved new faculty support to enhance their productivity and impact.

Task 1: New faculty members must be provided with a supportive environment to begin their career and to foster developing research interests. New faculty teaching and research workshops should be held regularly, including participation from senior faculty.

Task 2: Provide opportunities for our new faculty to explore NMT’s environment and appreciate our natural setting.

Objective 1.3: Enhance student support to improve learning and student success.

Task 1: Enhance the current student orientation process to improve the sense of community from the first moment a student sets foot on campus. First year students should be connected with a student mentor in addition to a faculty advisor. Consider options for incorporating student mentoring into the entry-level classes in each major (ES110, MENG110). Students, faculty, and staff across the institute should be excited to
participate in welcoming the newest students at all levels to the community. Explore options for the best times to hold student orientation and the most effective length of orientation.

Task 2: Investigate methods to allow distance education students to feel more a part of the NMT community.

Task 3: Provide opportunities for our new students to explore NMT’s environment and appreciate our natural setting.

**Objective 1.4:** Hold informational meetings to improve understanding of and connection to NMT.

Task 1: Hold informal social or town-hall type meetings regularly to allow interaction among all community members. These meetings should be held while most of the community is on campus and should be hosted by different departments or divisions to enhance participation from all parts of the institute.

Task 2: A formal “state of the institute address” should be delivered annually to the community.

**Objective 1.5:** Develop honor/ethics code for community to guide our community behavior.

Task 1: A formal “honor / ethics code” will be developed to be signed by all employees and students. Establish a common set of goals and expectations among all within the community. The spirit of the honor code and code of ethics should be reflected in each course that is taught and each on-campus activity.

**Goal 2:** Develop incentives to innovate to enhance and sustain our environment from our campus to the globe (drive new directions for the community).

**Objective 2.1:** Reward creativity in the classroom and in all campus activities to drive innovation and effectiveness.

Task 1: Reward creativity within the classroom and across the institute. Develop a pilot program to allow faculty members to innovate and explore new teaching approaches and transdisciplinary course offerings. Encourage education methodology development and risk taking to engage more students and improve NMT’s unique educational experience. Staff should also be encouraged to innovate to improve processes and procedures within their jobs and responsibilities.

**Objective 2.2:** Develop merit-based pay process to motivate and reward excellent performance.

Task 1: Develop a merit-based pay process and competitive starting/base salaries for all members of the New Mexico Tech community. To support this, employees and supervisors will develop annual performance plans, based upon which supervisors will evaluate employee performance. New metrics and holistic approaches to employee evaluations should be developed and implemented to promote individuals who are contributing to and enhancing the community. Consider the need for job descriptions for faculty and department chairs.

**Objective 2.3:** Enhance workshop/training subjects to help our community grow and become more effective.

Task 1: Enhance current workshops offerings. Workshops should be geared toward helping an employee grow within their position and to enhance their value to the institute. Workshops should also include students. Workshops should be developed to include professional development and education for the campus community on topics including personal protection, date-rape, social networking, chairing departments, innovation, sustainability, and other topics that are unique and important to college campus communities.

**Objective 2.4:** Develop staff salary ladder / job family scenarios to provide opportunities for staff to advance in departments where they have already developed expertise.
Task 1: Develop a “staff salary ladder” or “job family ladder” with a natural progression or advancement through job ranks. Define baseline skills, qualifications, and workshop participation for promotion and performance evaluation.

Objective 2.5: Create innovation center for entire community to drive us to enhanced contributions in STEM to NMT, the state, and beyond.

Task 1: Create more innovation spaces for faculty, staff, and students—a place where they can gather to develop new ideas and collaborations. The spaces should be unique, friendly, and exciting and can host regular events and showcases of developments. Explore the possibility of creating new or expanding existing informal social areas and opportunities including the Golf Course Grill and Club Macey.

Task 2: Hold meetings in the community to explore opportunities for innovation and sustainability.

Goal 3: Broaden the circle of community to enhance the institute culture and create a problem solving approach to finding new opportunities.

Objective 3.1: Enhance outreach activities with Socorro community to expand our impact on our local community.

Task 1: Formalize and expand institutional outreach activities with the local Socorro county school districts and communities.

Recommendation: A specific institution office will coordinate, facilitate, and promote institute and community activities. This office will develop regular interactions with the Socorro schools for recruiting, presentations by faculty and students in the Socorro schools, and bring Socorro school students to campus for events. The office created under this objective should include a formal liaison between NMT and Socorro County offices and organizations and will attend Socorro county meetings, Socorro City meetings, and school district events. Evaluate the possibility of reviving the “Consulting Scientist” program. The Bureau of Geology does outreach through the annual open house, the Mineral Museum, and other public events. When the Bureau moves to the new building, which is much more visible, and more accommodating to the general public, opportunities will increase. And I think we should take advantage of it. The new Publications Office/Geologic Information Center, The Mineral Museum, and the atrium at the entrance to the facility will provide a natural place for such outreach activities.

Objective 3.2: Hold NMT-oriented social activities on campus to enhance our sense of community.

Task 1: Enhance the spirit of community across campus with social and Tech-oriented activities. Provide opportunities for the community to gather and celebrate our uniqueness and to enhance and sustain our environment.

Objective 3.3: Enhance family life issues within NMT community to help our community thrive and prosper.

Task 1: Enhance support for individuals within the community by creating formal committees to research and develop policies or recommendations for social issues such as dual hiring policy, expanded childcare offerings, and parental leave policies.

Objective 3.4: Invite alumni, corporations, government agency participation to ensure we are embracing our full community.

Task 2: Expand opportunities for alumni, corporations, and government employees to participate in the New Mexico Tech community, e.g., 49ers, research symposium, nationwide alumni events, career fair.
Goal 4: Enhance security measures on the NMT Campus to support a safe learning and living environment.

New Mexico Tech needs to adhere to, and maintain compliance with, multiple changes to the federal regulations, e.g., Clery Act, OSHA, EEOC, etc. Other areas of Tech campus where security measures can be enhanced include the addition of video surveillance to areas of risk, enabling keypad entrance capabilities to buildings, and utilizing the voice feature in the fire alarm systems.

Objective 4.1: Ensure compliance with Clery Act and other federal regulations in a timely manner.

Task 1: Add new staff to support reporting and compliance for Clery Act. Address other regulations as needed.

Objective 4.2: Enhance security and safety on NMT campus to create a safe learning and research environment.

Task 1: Add visual surveillance to at risk areas, route to central dispatch. Tech will need to add a fulltime officer to the campus police staff to support the necessary steps and procedures.

Objective 4.3: Strengthen and enhance building, campus, and local security measures to ensure community safety.

Task 1: Improve security of entrances to NMT buildings, i.e., use of keypad, RFID, or other technology.
Task 2: Evaluate ways to enhance local security in collaboration with the community.

Objective 4.4: Strengthen and enhance fire alarm security measures to protect our community members.

Task 1: Enable voice/speaker capabilities on fire alarm system.
Strategic Priority: Expand Funding Opportunities

Strategic Priority – priority boundaries and intent
During a period when record numbers of students are enrolling across the country and specifically at New Mexico Tech, New Mexico’s state appropriations have followed the national trend with significant cuts in Higher Education (HED) funding. Members of the task force evaluated funding/revenue issues as a strategic priority to maintain and sustain the educational operations of the campus. Funding is a crucial resource for all of strategic priorities and as such will require an institute-wide effort to improve the financial outlook for New Mexico Tech. Given the costs of attracting and retaining STEM-discipline faculty along with the resources necessary to educate students as scientists and engineers, increased funding is crucial if NMT is expected to remain a premier research and teaching university.

Importance
It is our consensus that declining funding/revenue remains the single largest challenge facing New Mexico Tech. Declining revenue affects every aspect of the college’s mission from academic departments to administrative functions, staffing capability and performance and student access to high quality education. The tasks outlined here are unique within the strategic plan, as increasing NMT’s funding basis is not directly cited in the vision or mission statements. However, the success of the other strategic priorities depends on a firm financial basis. NMT will not achieve its goal of striving to be a preeminent university if its funding basis does not increase in the coming years.

Goals and Objectives – including tasks and recommendations
Goal 1: Examine NMT’s tuition structure as a key revenue source in support of the university’s educational mission.

Objective 1.1: Develop options for redesigning NMT’s tuition structure as a revenue source to build the educational foundation of the university.

Task 1: Investigate in-state/out-of-state tuition revenue sources along with state appropriations.

Task 2: Investigate tuition structure options used by other STEM institutions to support of their educational mission.

Task 3: Develop a tuition formula in coordination with the Quality Growth Priority to balance tuition costs with expected student enrollment.

Task 4: Explore financial aid/scholarship programs to ease cost burden on low-income students through the NMT Office of Financial Aid.

Task 5: Work with the Faculty/Staff Budget & Analysis Committee to examine tuition and state appropriations relative to operating costs of student instruction.

Goal 2: Expand the role of the Office of Advancement to generate revenue through alumni, corporate, and private giving.

Objective 2.1 Develop an operational plan for expanding the Office of Advancement to meet key funding goals.

Task 1: Develop five-year revenue goals to support strategic priorities and evaluate resource needs for the Office of Advancement.
Task 2: Conduct a staffing audit to determine the mix of professional/support positions required to meet key funding goals.

Task 3: Continue to improve the contact database for current and potential alumni, corporate, and private donors to the university.

Task 4: Evaluate the communication programs utilized by the Office of Advancement and expand those that yield increased investment in the university (print, social media, radio, video production, and others).

Objective 2.2 Develop a comprehensive incentive program to increase the number of donors and their level of investment in the university.

Task 1: Acknowledge donors via annual reports and initiate donor level Recognition in Gold Pan or other outlets.

Task 2: Identify and expand opportunities for corporate matching programs.

Task 3: Identify NMT endowment goals to ensure a point of stability and compensation during times of low tuition or State funding appropriations.

Task 4: Explore opportunities for alumni giving and promotion tied to competitive events (sports, academic, or research). A team will need to evaluate the costs, opportunities, and risks associated with such endeavors.

Goal 3. Expand funding opportunities for basic and applied research in support of the university’s research mission.

Objective 3.1: Expand the university’s infrastructure to support research funding for faculty, staff, and students.

Task 1: Conduct a study of NMT’s experience with grants and contracts and identify trend data on sponsored research and sponsored activities.

Task 2: Develop incentives for faculty and staff research activity, to include increased (soft-money based) salaries, reduced teaching loads, and possibly reduced thesis/dissertation advisement.

Task 3: Utilize PAR reports to incentivize faculty for research productivity.

Task 4: Develop a process to notify P.I.’s of new program announcements, e.g., HSI grants, programmatic grants and other funding opportunities.

Objectives 3.2: Develop a university-wide education and training program through the Center for Leadership in Technology Commercialization.

Task 1: Create an entrepreneurship certificate program (or a minor) for interested students, staff, and faculty.

Task 2: Create a student-focused work and design space for exploring new ideas and innovations.

Goal 4. Build a culture of entrepreneurship to generate multiple income streams in support of the university’s research and education mission.

Objectives 4.1: Develop a university-wide technology commercialization infrastructure to standardize the process for developing and marketing innovations through the Center for Leadership in Technology Commercialization.
Task 1: Establish policies and procedures for documenting inventions that may lead to new intellectual property, patents, and licensing.

Task 2: Maintain and develop opportunities for venture capitalists and other funding sources to review and support new innovations.

Task 3: Support faculty, students, and staff in navigating the commercialization process.

Task 4: Review the university’s faculty and staff consulting policies to provide opportunities for additional research and teaching in support of technology commercialization.
Strategic Priority: Ensure Intentional and Planned Quality Growth

Strategic Priority – priority boundaries and intent
The Quality Growth priority addresses how much the institute should grow, what resources will be needed, and how to ensure that growth does not come at the expense of quality.

Importance
Since 2010, enrollment has grown from 1,652 degree-seeking students to 1,886 degree-seeking students¹, while budgets have remained mostly flat. In some areas the quality of academic and student services has decreased to the point of being only reasonably acceptable. The goals and objectives in this section seek to grow the institution in an intentional, planned, and controlled way, with appropriate resource allocation and consideration of the needs of the entire campus community, while insuring that excellence is maintained and/or reinvigorated.

Goals and Objectives – including tasks and recommendations

Goal 1: Grow undergraduate enrollment in an intentional way that maintains quality.

Objective 1.1: Evaluate growth potential.

Task 1: Perform a capacity study to determine actual maximum capacity in all aspects of instruction, advising, research, and student life.

Task 2: Receive target number from President and Regents by July 2015.

Task 3: Obtain from each academic department and administrative office its vision and goals for undergraduate growth, including how they see themselves fitting in with the university’s target enrollment number, and what infrastructure and resources will be needed to support effective instruction, advising, student services, and research experience at that level.

Task 4: Align department goals with Admission Office recruiting measures, to include more focused recruiting for academic departments that have the capacity and desire to grow.

Task 5: Increase recruitment and support of minority, low-income, and first-generation students.

Task 6: Institutionalize the Deans’ annual report of faculty and TA needs as a mechanism to organize the distribution of resources.

Task 7: Maximize use of technology to relieve shortages of academic and administrative resources. Such technology may include DE capability, Maple TA, DegreeWorks, Starfish, and Canvas.

Task 8: Employ the Space Allocation & Utilization Committee to manage classroom, office, lab space allocation.

Task 9: Perform a needs analysis of the campus infrastructure, with emphasis on campus safety infrastructure and technology infrastructure.

¹ These numbers do not include non-degree-seeking students.
Task 10: Create an Infrastructure Steering Committee to centralize the planning, development, and management of campus infrastructure.

**Goal 2: Grow graduate enrollment to become PhD-granting institution in 7 to 10 years.**

**Objective 2.1:** Develop new graduate programs.

Task 1: Develop PhD in Mechanical Engineering.

Task 2: Develop PhD programs in Biology and General Engineering.

Task 3: Set up and utilize Center for Graduate Studies Advisory Board.

Task 4: Perform needs analysis for PhDs in industry.

**Objective 2.2:** Increase graduate enrollment.

Task 1: Develop a university-wide strategy to fund graduate students.

Task 2: Expand recruiting, with special focus in PhD areas.

Task 3: Develop additional certificate programs to attract professional to graduate education.

Task 4: Increase distance education enrollment.

Task 5: Increase Master of Science for Teachers enrollment to better prepare STEM students.

**Objective 2.3:** Decrease time to completion to within 150% of required credits.

Task 1: Identify roadblocks to on-time completion.

Task 2: Remediate roadblocks.

**Goal 3: Strengthen / Grow research components.**

**Objective 3.1:** Rebuild research activity to $100M.

Task 1: Increase transdisciplinary research.

Task 2: Evaluate acquisition of new research divisions.

Task 3: Expand collaboration between research divisions and faculty.

**Recommendations:**

- Share seminar information between faculty and research divisions.
- Provide a central place to look for opportunities for student employment at the research divisions and on campus.

Task 4: Increase faculty research.

**Objective 3.2:** Increase the number of students employed by research.

Task 1: Include research assistantships in startup packages.

Task 2: Develop and fund a research opportunity grant program.

Task 3: Improve communication between advisors and research divisions.

Task 4: Expand support for Research Experience for Undergraduates programs.
**Objective 3.3:** Increase patents and commercialization of intellectual property.

Task 1: Education faculty/researchers about patent system.

Task 2: Restructure the tenure process to value patenting.

Task 3: Improve the patent process at NMT.

Task 4: Improve/increase industry partnerships.
Strategic Priority: Support Student Success

Strategic Priority – priority boundaries and intent
Student success is at the very heart of our academic institution. It is a central focus of both our mission and vision.

Some students may not be ready for Tech’s rigorous academics. A program to have them start at a community college will help them succeed when they eventually come. This program needs to incorporate the following:

- build partnerships/articulation agreements
- maintain tracking database
- develop community college course plan for student, including semester schedules and e.t.a. for transfer to Tech
- create cross-enrollment programs to keep students engaged at Tech
- deliver specialty courses to community colleges in DE format
- enhance financial aid packages for transfer into Tech
- invite students to Tech events (e.g., SRS)

Early opportunities to participate in research has been one of our strengths. A program of Research Opportunity Grants will expand on this, and allow students a chance to be mentored by a Tech researcher. Of course, some faculty and researchers will welcome this opportunity to mentor students while others may not. This work must be considered in evaluations of faculty and rewarded.

Transfer, non-traditional, and international students have different needs. Some, particularly those who started community college directly after high school and are now transferring after only a year or two, are probably best treated like a regular first year students. Non-traditional students, who may have spent years in the work force or military, or who may have families, need other sorts of programs. Getting them involved with research as soon as possible may be a good approach, but they may also need workshops on school/life balance, information about the local schools and day care, or may just need a chance to talk to other ‘non-traditional’ students about the challenges of returning to school. We need to talk to more transfer and non-traditional students about what they need.

Importance
Without student success our institution fails in meeting both our mission and vision.

Goals and Objectives – including tasks and recommendations

Goal 1: Improve opportunities for undergraduate student retention and success.

Improve opportunities for undergraduate student retention and success through targeted admissions, refining the tuition structure, and providing scholarships and other financial aid in support of the university’s educational mission.

Objective 1.1: Develop targeted admission criteria to focus on those applicants demonstrating a readiness to succeed.

Task 1: Require placement into Math 103 as a minimum admission requirement for all undergraduate students.
Task 2: Analyze high school GPA as an indicator of student success at NMT, for the possibility of raising the admission requirement.

Task 3: Assist applicants who do not meet admission standards by recommending a community college for preparation to transfer into an NMT program in a later semester.

Recommend incorporating the following:

- build partnerships/articulation agreements
- maintain tracking database
- develop community college course plan for student, including semester schedules and e.t.a. for transfer to Tech
- create cross-enrollment programs to keep students engaged at Tech
- deliver specialty courses to community colleges in DE format
- enhance financial aid packages for transfer into Tech
- invite students to Tech events (e.g., SRS)

Task 4: Lobby NM State legislature to reward community colleges and four-year universities for successful transfers.

Goal 2: Improve undergraduate student academic support infrastructure to increase retention and student success.

Objective 2.1: Continue to expand support infrastructure for at-risk students and encourage more faculty participation in these efforts.

Task 1: Expand offerings of the Office of Student Learning.

Task 2: Evaluate advising programs and continue to improve advising process and approaches.

Task 3: Develop recommendations for program improvement.

Objective 2.2: Establish a continuous budget cycle to support existing and future initiatives started with federal funding that have demonstrated success.

Task 1: Evaluate academic support functions and develop program and budget recommendations for improvement.

Task 2: Analyze academic support budgets and performance.

Task 3: Develop budget and program recommendations to streamline academic support programs.

Objective 2.3: Expand and improve support infrastructure for transfer, non-traditional, and international students.

Task 1: Hold a ‘town hall’ for transfer and non-traditional students to identify their special needs.

Recommendation: Transfer, non-traditional, and international students have different needs. Some, particularly those who started community college directly after high school and are now transferring after only a year or two, are probably best treated like a regular first year students. Non-traditional students, who may have spent years in the work force or military, or who may have families, need other sorts of programs. Getting them involved with research as soon as possible may be a good approach, but they may also need workshops on school/life balance, information about the local schools and day care, or may just need a chance
to talk to other ‘non-traditional’ students about the challenges of returning to school. We need to talk to more transfer and non-traditional students about what they need. Use a town hall to evaluate these ideas.

Task 2: Develop and put on workshops in response to the needs identified in task 1.

Task 3: Organize social activities aimed at students with families.

**Goal 3: Develop an enhanced advising system for undergraduate students to increase student success and retention.**

**Objective 3.1:** Continue to expand advising services for undergraduate students and improve advising process and strategies.

Task 1: Develop and staff an Advising Center to be the first point of contact for first year students. Integrate with the efforts already under way in the Office for Student Learning.

Task 2: Start a Student Mentoring program, pairing first year students with upper division students.

Task 3: Assign faculty advisors to all students as a part of faculty responsibilities to be considered in annual performance reviews.

Task 4: Develop a system for connecting students to a research supervisor in coordination with Research Opportunity Grants.

Task 5: Develop budget recommendations to undergraduate student advising program deficiencies.

**Goal 4: Expand opportunities for undergraduate student research in support of the university’s research and teaching mission and prepare graduates for the professions.**

**Objective 4.1:** Develop Research Opportunity Grants to expand the university’s undergraduate student research opportunities.

Task 1: Expand undergraduate research opportunities by developing unique programs for undergraduate students receiving scholarships who are interested in a research position with a faculty member in conjunction with their tuition scholarship.

Task 2: Improve the interactions of undergraduate students and NMT research divisions.

Recommendation: Coordinate with Task 3, under Objective 3.1, in Community of Scholars.

Task 3: Determine the correlation between participation in undergraduate research and student success at NMT.

Task 4: Seek additional funds to expand Research Opportunity Grants program to all interested undergraduates, similar to work study provisions.

Task 5: Develop a system for connecting students to a research supervisor through Living Learning Communities (first year) and then Research Opportunity Grants used to develop a continuing research relationship.

Task 6: Seek new research opportunities with emphasis on minority, low-income, and first-generation students.

Task 7: Evaluate the Research Opportunity Grant program with recommendations for improvement.
**Objective 4.2:** Strengthen and grow the career placement system as the ultimate measure of student success.

Task 1: Increase efforts to identify and fill industry needs through networking with industry representatives, recent NMT graduates, professional societies, and industry research.

Task 2: Improve student tracking and measurement of short term and long-term career placement.

Task 3: Increase coordination between Alumni Office and academic departments to track student placement and career progression.

**Goal 5: Assessment of Student Learning and review of programs needs to continue to be a central part of what we do.**

The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting. The associated information is shared through our Integrated Planning Workspace, where it is available for other departments to see Proper assessment, and using the results of assessment, should be part of the annual evaluation of academic departments for the departmental merit factor, and consideration for resource and position allocation.

Assessing our programs is also important. Departments should work with their area Dean, and for graduate programs also with the Dean of Graduate Studies, to develop a suitable plan and timetable for reviews. (Plans might include outside advisory boards, professional organizations’ standards, surveys of employers and alumni, a formal program review with an evaluation team [possibly one outside reviewer in the program area, one internal faculty member in a different area, one internal professional staff], or others.)

Task 1: Departmental Assessment will be posted in the Integrated Planning Workspace. Each department Chair should meet with the Assessment Coordinator (AVPAA) to discuss their assessment plan and how it can be improved.

Task 2: Departmental Assessment reports should also be considered with the annual Departmental Activity Report (DAR).

Task 3: Periodically review the learning outcomes for the General Education requirements.

Task 4: Periodic departmental reviews should be instituted to ensure that departmental outcomes and programs are meeting stakeholders’ needs.

**Objective 5.2:** Co-curricular programs, the Community Education Program, as well as all offices and departments should be assessing Student Learning and Program/Office/Department Activity.

Task 1: All offices and departments will submit a Program/Office/Department Activity Report to the Integrated Planning Workspace for the prior academic year or for the fiscal year, whichever reporting frame works best for their Vice President’s review, beginning Fall 2014 on a standardized template draft (currently being finalized and should be reviewed and updated when necessary). The reports will be of two categories:

1. Student Learning Evaluation/Assessment Reports, if applicable; and

Task 2: The SWOT analysis results should be shared with the President’s Cabinet so that programmatic and student service needs that are not currently being met can be identified. The student government organizations should be asked to provide an annual report on needs that students feel are not being met. This
report should go to the President’s cabinet, Deans, and to the Strategic Plan Review committee for consideration for action.

**Objective 5.3:** Develop a culture of assessing and using assessment information.

Task 1: Professional development and training in Assessment ‘best-practices’ should be made available and encouraged. Additional information is found in Community of Scholars.

Task 2: Offer workshops to share what different departments are trying and what individuals have learned from conferences and training.

Task 3: The Faculty Senate Student Learning committee (with the AVPAA *ex officio*) should be aware of all assessment efforts and make suggestions for improvements as needed.

**Goal 6: Enhance graduate student success and retention.**

**Objective 6.1:** Develop graduate advising and mentoring program.

Task 1: Develop and regularly deliver graduate advising and mentoring workshops.

**Objective 6.2:** Address impediments to graduate student success and retention.

Task 1: Evaluate impediments to graduate student success and retention overall and on a per program basis.

Task 1: Remediate impediments to graduate student success and retention overall and on a per program basis.

**Objective 6.2:** Develop graduate professional development workshops.

Task 1: Evaluate topical needs for graduate professional development workshops.

Task 1: Develop and regularly deliver graduate professional development workshops.
Strategic Priority: Build and Exploit Technology and Infrastructure

Strategic Priority – priority boundaries and intent
Technology is a foundational necessity directly supporting the mission of New Mexico Tech. Technology is an integral part of most of the activities of New Mexico Tech. It was the intent of the Technology Task Force to look at the strategic impact of technology, its planning and effect on the mission, and its contribution to the various constituencies at Tech as they work to achieve the mission of the institute.

Importance
Effective technology planning and organization as well as utilization of current technology is critical to advancing the mission of New Mexico Tech. As a school with Technology in its name, it is clear that almost everything done here utilizes technology, visualizes new technology, or shapes the advancement of technology. It is therefore important that the management and planning of technology for our own uses be given serious attention.

Goals and Objectives – including tasks and recommendations

Goal 1. Develop a technology plan that is institution-wide in scope and responsive to institutional constituencies and mission.

Objective 1.1: Establish a Campus Technology Committee (CTC) to guide technology implementation at NMT.

The CTC mission and operation would be based on the following considerations.

- The scope of the CTC would be campus wide to provide constituent representation on matters of technology. Committee decisions would be viewed as being the consensus of the campus.
- The membership would include representatives from the Faculty Senate Computing on Campus Committee plus members selected by the administration.
- The number of members should be enough to assure campus representation, but not so many that the committee is unwieldy. We suggest at most nine members.
- Each member would be a voting member.
- The CTC would also hear and propose ideas as a forum for the sharing of information related to technology and technological solutions and gather information.

Task 1: Establish a campus technology committee (CTC) based on the considerations listed for the CTC.

Task 2: Hold regular meetings of the CTC to provide advice and recommendations on strategic directions in technology, technology budgeting, and long-term technology and infrastructure planning.

Objective 1.2: Consolidate technology services.

The consolidation of technology services should be considered by the CTC to streamline and/or facilitate the delivery of services, to eliminate unneeded duplication, and to save money.

Task 1: Evaluate and implement, as appropriate, consolidation of technology services.

Goal 2. Leverage technology resources to increase productivity, streamline processes and increase the competitive advantage of the institution. Coordinate with Communication and Process Strategic Priority Goal 6.
**Objective 2.1:** Improve utilization of the existing Enterprise Resource Planning (ERP) system (Banner and associated software).

**Objective 2.2:** Streamline and automate institutional procedures and processes also making them user-friendly.

Task 1: Automate administrative processes.

Task 2: Digitize paper processes.

Recommendation: Consider digitizing all paper processes that are used frequently. Prioritize based on frequency of use and number of users to have the most cost effective impact.

Task 3: Establish workflows to automate common processes.

Recommendation: Consider workflows for all common processes. Prioritize based on frequency of use and number of users to have the most cost effective impact. Re-evaluate processes and approvals before developing workflow replacements.

**Objective 2.3:** Create a Management of Electronic Records plan that is approved by the NM state records administrator.

Task 1: Develop electronic presentation of and access to information.

**Goal 3.** Streamline and standardize automated institutional reporting and research in support of strategic planning, research, teaching, and grants and contracts.

Deliver a method in which data can be extracted, easily and in a standardized fashion, from the institutional databases to perform reporting and institutional research in support of strategic planning, research and grant proposals, and all other decision-making.

**Objective 3.1:** Establish standard metrics and definitions of data so that everyone is working from a common set of definitions and standards.

**Objective 3.2:** Standardize and provide access to ERP data that allows for the creation of meaningful reports by non-technical staff.

Task 1: Provide easy access to data.

Task 2: Support standardized data extraction and reporting.

Task 3: Utilize the ERP to leverage a competitive advantage.

Task 4: Develop an ERP mechanism to support and measure the progress of a student through NMT’s academic program and into Alumni and Advancement process.

Task 5: Purchase software that will support the institutional need for reporting, institutional research, and decision-making.

**Goal 4.** Streamline and reorganize technology funding.

**Objective 4.1:** Develop standards and rules for funding commoditized technologies to include software, hardware, and equipment replacement.

**Objective 4.2:** Establish guidelines for grant submissions that include cost recovery for technology.
Technology funding should be based on the following principles:

- Commoditized technologies should be funded at the highest level possible.
- Software licensing should be centralized wherever possible.
- A solution to funding Equipment Renewal & Replacement should be found.
- IT projects, large hardware and software purchases and smaller purchases that have campus impact should be reviewed by the CTC for:
  - Adherence to the strategic plan
  - Ensuring that no duplication of effort or resources occurs.
- Grant proposals’ technology components should be reviewed by the committee to insure:
  - Adherence to the strategic plan
  - No duplication of effort
  - Post-grant maintenance funding is planned and approved
  - Alignment with existing and planned technologies

Task 1: Develop an annual report with input for technology prioritization and budgeting.

Task 2: Develop guidelines for grant writers that indicate what technologies should be included for cost recovery by grants. This will require collaboration with Academic Affairs, Research and Economic Development, as well as the Grants and Contracts Office.

Task 3: Develop a rapid review process for grant proposal to prevent delays in grant submissions due to CTC review.
Strategic Priority: Cultivate Transdisciplinary Education and Research

Strategic Priority – priority boundaries and intent
Transdisciplinary research and education integrates the methods, theories, techniques, and perspectives of multiple disciplines to develop new approaches to solve complex, real-world challenges.

Importance
Based on New Mexico Tech’s history of interdisciplinary research and development and the increased national focus on research involving multiple disciplines, NMT is moving into the challenging arena of transdisciplinary programs. According to McGregor (2011) “the world is facing a polycrisis, a situation where there is no one single big problem—only a series of overlapping, interconnected problems. These interconnected, complex problems cannot be solved by disciplines working alone within the academy using independent, fragmented, disciplinary-focused knowledge.” We must embrace transdisciplinarity as a stimulus to creativity and productivity while still maintaining the rigor and strength of our disciplinary efforts. We will craft a transdisciplinary approach in order to better prepare our students to be leaders in multi-disciplinary problem solving and research. Such broad and crosscutting efforts will contribute positively to the economies of our state, nation, and world.

Goals and Objectives – including tasks and recommendations

Goal 1: Increase transdisciplinary academic programs.

Strategy: Develop, promote, and support transdisciplinary certificates and academic degrees to increase the number of well-prepared transdisciplinary researchers that graduate from NMT and are prepared to tackle challenging real-world problems.

Objective 1.1: Engage broad NMT community with understanding of and involvement in transdisciplinary development.

Task 1: Develop transdisciplinary research and education web page.

Task 2: Develop transdisciplinary research mini-series of workshops/talks using the Center for Innovative Teaching and Learning and the Center for Graduate Studies.

Recommendation: Consider tying this to the database of transdisciplinary research interests developed as part of Objective 2.1. This would allow leveraging of information about interests and develop potential for setting up teams for proposals.

Objective 1.2: Develop graduate Transdisciplinary Research Certificate program.

Task 1: Develop program requirements.

Task 2: Develop transdisciplinary certificate courses.

Task 3: Offer new certificate courses.

Task 4: Establish program formally.

Task 5: Recruit and enroll students.

Task 6: Evaluate impact via assessment.
Task 7: Make certificate program available via distance.

**Objective 1.3:** Develop Biomedical BS program.

Task 1: Complete program specification – Completed October, 2014.

Task 2: Attain formal approval of program – Completed November, 2014 with Board of Regents approval.


Task 4: Evaluate program impact via assessment

**Objective 1.4:** Establish funding for Transdisciplinary Research Assistantships.

Task 1: Establish 3 transdisciplinary research assistantships for the first year.

Task 2: Increase transdisciplinary research assistantships with increasing transdisciplinary research funding.

**Objective 1.5:** Strengthen and promote transdisciplinary career opportunities.

**Objective 1.6:** Evaluate transdisciplinary academic areas for development, including assessment of potential risks and benefits of program development and offering both on campus and via distance.

Task 1: Evaluate Renewable energy.

Recommendation: Consider broad applications of renewable energy, which requires or can be applied to mechanical engineering, geology, hydrology, electrical engineering, materials engineering, biology, chemistry, computer science, mathematics, and possibly other disciplines to model, understand, and develop renewable energy sources.

Task 2: Evaluate Nanotechnology.

Recommendation: Consider broad applications of nanotechnology, which requires or can be applied to mechanical engineering, electrical engineering, materials engineering, biology, chemistry, computer science, mathematics, and possibly other disciplines to model, understand, and apply nanotechnology.

Task 3: Evaluate Water resources.

Recommendation: Consider water resources related to energy extraction (water resources are critical to non-conventional drilling techniques, i.e. fracking) or protecting water resources for mineral extraction (i.e., in-situ leaching in Uranium extraction). These issues require hydrology, geology, petroleum engineering, mineral engineering, computer science, mathematics, and possibly other disciplines to model and improve processes.

Task 4: Evaluate Explosives.

Recommendation: Consider broad applications of explosives engineering, which requires or can be applied to mechanical engineering, mineral engineering, biology, chemistry, computer science, mathematics, and possibly other disciplines to model and understand explosive materials and their impacts.

Task 5: Evaluate other areas as they are identified.

**Objective 1.7:** Develop additional transdisciplinary programs.

Task 1: Organize teams for program development.
Recommendation: During exploration of new areas, ensure that invitations to participate are broad rather than limited, to ensure that an inclusive transdisciplinary foundation is possible.

Task 2: Assist with program development and approval.

Task 3: Develop assessment plans with programs.

**Goal 2: Increase transdisciplinary research to tackle challenging real-world problems.**

Strategy: Develop Transdisciplinary Proposal support to increase the number of and associated funding for transdisciplinary projects.

**Objective 2.1: Develop Transdisciplinary Proposal Support.**

Task 1: Initiate a proposal coordinator by upgrading R&ED position to Proposal Coordinator.

Task 2: Review and adopt best practices in grant development support.

Recommendation: Survey other university grant development offices. Adapt best practices to fit NMT culture, size, and budget with focus on highest impact practices.

Task 3: Add grant writing support.

Recommendation: Standard parts of proposals should be polished and kept in a shared repository to provide basic content for all NMT PIs. In addition, this office should assist with gathering institutional information and writing/proofreading, as well as providing assistance with any shared infrastructure/technology proposals.

Task 4: Add proposal opportunity surveys.

Recommendation: Set up a system to search for grant opportunities that would likely be relevant to NMT researchers. Ensure that such opportunities are provided to all potential PIs, possibly by posting in a shared system that allows search and browsing by topics, date, or agency.

Task 5: Add grant team development and coordination support.

Recommendation: Set up a system or process that helps groups form organically and be notified of relevant opportunities based on their specific interests. Further, by maintaining a database of research interests, when NMT priority area opportunities arise, contact the group of possibly interested researchers and notify them of the opportunity.

Task 6: Develop transdisciplinary collaborations with industry.

**Objective 2.2: Increase Transdisciplinary Research Funding Proposals.**

Task 1: Share transdisciplinary research funding opportunities with transdisciplinary teams.

Task 2: Facilitate transdisciplinary research and proposal development.

Task 3: Assess impact of research proposals.

**Objective 2.3: Build transdisciplinary research collaborations with industry.**

Task 1: Identify areas of potential collaboration.

Task 2: Identify potential partners.
Task 3: Initiate research collaboration.
Task 4: Integrate transdisciplinary representation on Graduate Advisory Board.
Task 5: Repeat the established process with additional areas and industry partners.

**Objective 2.4:** Increase Transdisciplinary Academic Funding Proposals.
Task 1: Share transdisciplinary academic funding opportunities with transdisciplinary teams.
Task 2: Facilitate program and proposal development.
Task 3: Assess impact of academic proposals.

**Objective 2.5:** Build transdisciplinary education collaborations with industry.
Task 1: Identify areas of potential collaboration.
Task 2: Identify potential partners.
Task 3: Initiate education collaboration.
Task 4: Integrate transdisciplinary representation on Graduate Advisory Board.
Task 5: Repeat the established process with additional areas and industry partners.

**Goal 3:** Develop and sustain transdisciplinary support mechanisms that reflect the importance of transdisciplinary research and education.

**Strategy:** Update evaluations to align with transdisciplinary focus and develop a transdisciplinary focus in our community of scholars.

**Objective 3.1:** Update tenure process, annual evaluations, and merit pay process to provide incentives for participating in transdisciplinary teams and projects.
Task 1: Review and update tenure and merit pay processes including consideration of rebalancing teaching and research and rewarding (large grant) productivity.
Task 2: Review and update staff and faculty annual evaluations.
Task 3: Apply annual merit pay every year.
Task 4: Prioritize new faculty positions based on transdisciplinary research productivity in academic departments.

**Objective 3.2:** Develop transdisciplinary collaboration community.
Task 1: Arrange transdisciplinary seminar series.
Task 2: Facilitate informal working groups on transdisciplinary teams.
Task 3: Increase joint appointments between departments and research divisions.
Section 4: Strategic Plan Implementation

Over the course of numerous meetings and after a campus-wide SWOT analysis, the steering committee identified seven areas of emphasis and created task forces for each area. The seven strategic areas, with associated goals and objectives were outlined in the previous section: Communication and Procedures, Community of Scholars, Funding, Quality Growth, Student Success, Technology, and Transdisciplinary Programs.

The champion(s) for each objective, the projected resource requirements, start date, and estimated months of effort required, as well as technical resources are outlined in the draft implementation plan. Vice Presidents have been appointed as official champions for each objective to leverage NMT’s existing administrative organization in advancing our strategic plan. In addition to the goals and objectives presented here, the SPC outlined projected tasks that are needed for each objective. Although this implementation plan is in draft form, it represents the SPC’s outline of the work to be carried out to address the strategic plan. The SPC expects that, as with the strategic plan itself, the implementation plan will be updated as needed based on the evolving context of the institution, available resources, and changes to the strategic plan. Based on the expected presentation of the full strategic plan to the Board of Regents in the February meeting, the work of the plan is projected to begin in the second quarter of 2015. Further, it is not unexpected that the implementation of some objectives will take longer than projected or, due to resource limitations, be delayed. The updated working version of this implementation plan, including updated tasks and status for each strategic priority, will be posted on NMT’s internal network to keep campus informed on progress.
### STRATEGIC PRIORITIES GOALS & OBJECTIVES

#### COMMUNITY OF SCHOLARS

| Objective | 1.1: Reward creativity in classroom. | 1.2: New Training Methodology | 1.3: New Faculty Support | 1.4: Informal town hall social gatherings | 1.5: Develop honor/ethics code for community
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<th>2.2: New faculty support.</th>
<th>2.3: Enhance workshop/training subjects.</th>
<th>2.4: Develop Staff Ladder/Job Family</th>
<th>2.3: Enhance workshop/training subjects.</th>
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<th>3.2: Initiate Tech-oriented social activities on campus.</th>
<th>3.3: Enhance family life issues within NMT community.</th>
<th>3.4: Invite alumni, corporations, government agency participation.</th>
<th>3.5: Create innovation center for entire community.</th>
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<th>4.1: Compliance with Clery Act.</th>
<th>4.2: Enhance security and safety on NMT Campus.</th>
<th>4.3: Strengthen and enhance building security measures.</th>
<th>4.4: Strengthen and enhance fire alarm security measures.</th>
<th>4.5: Enhance security measures on NMT Campus to support compliance.</th>
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#### STUDENT SUCCESS

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<tr>
<th>Objective</th>
<th>5.1: Develop targeted admission criteria to focus on those applicants demonstrating a readiness to succeed.</th>
<th>5.2: Continue to expand support infrastructure for minority, low income, and at-risk student and groups and encourage more faculty participation in these efforts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible</td>
<td>President, VPAA, VPSUR</td>
<td>VPAA, VPSUR</td>
</tr>
<tr>
<td>Funding</td>
<td>Internal - Must identify funding source before this can commence</td>
<td>Internal - Must identify funding source before this can commence</td>
</tr>
<tr>
<td>Notes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### GOAL 2.0: Incentives to Innovate; drive new directions for community

<table>
<thead>
<tr>
<th>Objective</th>
<th>2.0: Incentives to Innovate; drive new directions for community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible</td>
<td>Director of OSL</td>
</tr>
<tr>
<td>Funding</td>
<td>FTE, 100K</td>
</tr>
<tr>
<td>Notes</td>
<td>Internal - Must identify funding source before this can commence</td>
</tr>
<tr>
<td>Objective</td>
<td>Description</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------</td>
</tr>
<tr>
<td>2.3</td>
<td>Establish a continuous budget cycle to support existing and future initiatives started with federal funding that have demonstrated success.</td>
</tr>
<tr>
<td>3.1</td>
<td>Continue to expand advising services for undergraduate students and improve advising process.</td>
</tr>
<tr>
<td>4.2</td>
<td>Strengthen and grow the career placement system.</td>
</tr>
<tr>
<td>5.1</td>
<td>Develop a culture of assessing and using assessment information.</td>
</tr>
<tr>
<td>5.2</td>
<td>Co-curricular programs, the Community Education Program, as well as all offices and departments should be assessing Student Learning and Program/Office Department Activity</td>
</tr>
<tr>
<td>5.3</td>
<td>Develop a culture of assessing and using assessment information.</td>
</tr>
<tr>
<td>6.1</td>
<td>Develop graduate advising and mentoring program.</td>
</tr>
<tr>
<td>6.2</td>
<td>Address impediments to graduate student success and retention.</td>
</tr>
<tr>
<td>6.3</td>
<td>Develop graduate professional development workshops.</td>
</tr>
<tr>
<td>6.4</td>
<td>Enhance graduate student success and retention.</td>
</tr>
</tbody>
</table>

**QUALITY GROWTH**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>T&amp;I</th>
<th>Status</th>
<th>Funding Needs and Sources (External/Internal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Develop graduate advising and mentoring program.</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>Graduate Dean</td>
</tr>
<tr>
<td>6.2</td>
<td>Address impediments to graduate student success and retention.</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>Graduate Dean</td>
</tr>
<tr>
<td>6.3</td>
<td>Develop graduate professional development workshops.</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>Graduate Dean</td>
</tr>
<tr>
<td>6.4</td>
<td>Enhance graduate student success and retention.</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>Grad, Dean</td>
</tr>
</tbody>
</table>

**GOAL 1.0** | Grow undergraduate enrollment

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>T&amp;I</th>
<th>Status</th>
<th>Funding Needs and Sources (External/Internal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Evaluate growth potential</td>
<td>VPAA, VPSUR</td>
<td>F3</td>
<td>X</td>
<td>President</td>
</tr>
<tr>
<td>1.2</td>
<td>Grow undergraduate enrollment to become PhD-granting institution in 7 to 10 years.</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>President, Dean</td>
</tr>
<tr>
<td>1.3</td>
<td>Develop new graduate programs</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>Grad, Dean</td>
</tr>
</tbody>
</table>

**GOAL 2.0** | Increase graduate enrollment

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>T&amp;I</th>
<th>Status</th>
<th>Funding Needs and Sources (External/Internal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Increase graduate enrollment</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>Pres, Grad, Dean</td>
</tr>
<tr>
<td>2.2</td>
<td>Increase time to completion to within 100% of required credits</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>Grad, Dean</td>
</tr>
</tbody>
</table>

**GOAL 3.0** | Strengthen/Grow Research Component

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>T&amp;I</th>
<th>Status</th>
<th>Funding Needs and Sources (External/Internal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Rebuild research activity to $100M</td>
<td>All VPAs</td>
<td>F2</td>
<td>X</td>
<td>Interim Dir.</td>
</tr>
<tr>
<td>3.2</td>
<td>Increase the number of students employed by research</td>
<td>VPAA</td>
<td>F2</td>
<td>X</td>
<td>President</td>
</tr>
</tbody>
</table>

*Note: Funding needs are determined and sources are TBD.*
<table>
<thead>
<tr>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 3.3: Increase patient and commercialization of intellectual property</td>
</tr>
<tr>
<td><strong>TRANSDISCIPLINARY</strong></td>
</tr>
<tr>
<td>Objective 1.2: Increase transdisciplinary academic programs</td>
</tr>
<tr>
<td>Objective 1.3: Develop graduate transdisciplinary research certificate program</td>
</tr>
<tr>
<td>Objective 1.4: Establish funding for Transdisciplinary Research Assistantships</td>
</tr>
<tr>
<td><strong>FUNDING</strong></td>
</tr>
<tr>
<td>Objective 3.2: Increase patents and commercialization of intellectual property</td>
</tr>
<tr>
<td>Objective 3.3: Increase additional transdisciplinary programs</td>
</tr>
<tr>
<td>GOAL 1: Expand university’s infrastructure to support research funding for faculty, staff, and students.</td>
</tr>
<tr>
<td>Objective 3.1: Develop Transdisciplinary Education Collaborations with Industry</td>
</tr>
<tr>
<td>Objective 3.2: Develop Transdisciplinary Education Collaborations with Industry</td>
</tr>
<tr>
<td>Objective 3.3: Expand university-wide education and training program through the CLTC.</td>
</tr>
</tbody>
</table>

**Notes:**
- TBD: To be determined.
- Internal: To be determined.
- External: To be determined.
- Approved: To be determined.
- In progress: To be determined.
- Internal preferred: To be determined.
- External preferred: To be determined.

**Goal:**
- Examine NMT's tuition structure as a key revenue source.
- Develop options for redesigning NMT's tuition structure.
- Examine the role of the Office of Advancement in generating revenue.
- Execute operational plan for expanding the Office of Advancement to meet key funding goals.
- Examine the role of the Office of Advancement in external funding opportunities for basic and applied research.
- Expand university's infrastructure to support research funding for faculty, staff, and students.
- Develop university-wide education and training program through the CLTC.
Goal 4.0: Build a culture of entrepreneurship to generate multiple income streams.

Objectives:

4.1: Develop university-wide technology commercialization infrastructure through CLTC.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 4.0</th>
<th>TCI Director</th>
<th>Labor from committee</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLTC Dir.</td>
<td>4.0</td>
<td>TIEO</td>
<td>Before this can commence</td>
<td>None</td>
</tr>
</tbody>
</table>

Goal 1: Develop a technology plan that is institution-wide in scope and responsive to institutional constituencies and mission.

Objectives:

1.1: Establish a campus technology committee (CTC).

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 1</th>
<th>VPAF</th>
<th>P1</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITC (Dir.)</td>
<td>CTC</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.2: Consolidate technology services.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 1</th>
<th>VPAF</th>
<th>P1</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITC (Dir.)</td>
<td>Consolidate</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Goal 2: Leverage technology resources to increase productivity, streamline processes and increase the competitive advantage of the institution.

Objectives:

2.1: Improve utilization of existing Enterprise Resource Planning (ERP) system (Banner and associated software).

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 2</th>
<th>VPAF</th>
<th>P3</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banner</td>
<td>ERP</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.2: Streamline and automate institutional procedures and processes also making them user-friendly.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 2</th>
<th>VPAF</th>
<th>P3</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>ERP</td>
<td>None</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.3: Develop a state-approved Management of Electronic Records plan.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 2</th>
<th>VPAF</th>
<th>P3</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>ERP</td>
<td>None</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Goal 3: Streamline and standardize automated institutional reporting and research in support of strategic planning, research, teaching, and grants and contracts.

Objectives:

3.1: Establish standard metrics and data definitions.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 3</th>
<th>VPAF</th>
<th>P4</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>SQL</td>
<td>None</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.2: Standardize and provide access to ERP data that allows for the creation of meaningful reports by non-technical staff.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 3</th>
<th>VPAF</th>
<th>P4</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>SQL</td>
<td>None</td>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Goal 4: Streamline and recognize technology funding.

Objectives:

4.1: Develop standards and rules for funding commoditized technologies to include software, hardware, and equipment replacement.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goal 4</th>
<th>VPAF</th>
<th>P2</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>ERP</td>
<td>None</td>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td>Task</td>
<td>Responsible Party</td>
<td>Effort (FTE)</td>
<td>Funding</td>
</tr>
<tr>
<td>-----------</td>
<td>------</td>
<td>-------------------</td>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td>Objective 4.3: Establish guidelines for grant submissions that include cost recovery for technology.</td>
<td>VPAF F2</td>
<td>TIC Director</td>
<td>none</td>
<td>46</td>
</tr>
<tr>
<td>Goal 1: Establish ongoing communication process for NMT Strategic Planning</td>
<td>Objective 1.1: Perform an annual evaluation of the strategic plan and communicate progress to the NMT community.</td>
<td>President F1</td>
<td>all VPs</td>
<td>none</td>
</tr>
<tr>
<td>Objective 2: Submit an annual report to NMT administration for review and approval.</td>
<td>President F1</td>
<td>all VPs</td>
<td>none</td>
<td>3</td>
</tr>
<tr>
<td>Objective 3: Establish a five year resource allocation plan to be updated annually.</td>
<td>All VPs F2</td>
<td>Budget Comm.</td>
<td>none</td>
<td>12</td>
</tr>
<tr>
<td>Objective 4: Update five year budget projections on an annual basis and reallocate based on established criteria.</td>
<td>All VPs F2</td>
<td>Academic and Graduate Deans, staff</td>
<td>none</td>
<td>24</td>
</tr>
<tr>
<td>Objective 5: Expand standing committee participation from all constituencies to broaden input into decision making.</td>
<td>All VPs F3</td>
<td>Senate Exec Comm.</td>
<td>none</td>
<td>In progress</td>
</tr>
<tr>
<td>Objective 6: Expand the centralized communications functions to increase NMT’s visibility and recognition.</td>
<td>M1UR F2</td>
<td>1.5 FTE</td>
<td>Internal - need to identify source before can commence</td>
<td>12</td>
</tr>
<tr>
<td>Objective 7: Develop comprehensive plan for expanding the centralized communication functions of the university.</td>
<td>M1UR F3</td>
<td>1 FTE</td>
<td>Internal - Must identify funding source before this can commence</td>
<td>12</td>
</tr>
<tr>
<td>Objective 8: Implement the comprehensive plan and evaluate communication progress annually.</td>
<td>M1UR F3</td>
<td>1 FTE</td>
<td>Internal</td>
<td>3</td>
</tr>
<tr>
<td>Objective 9: Develop a university-wide culture of information sharing.</td>
<td>M1UR F3</td>
<td>1 FTE</td>
<td>Internal - Must identify funding source before this can commence</td>
<td>12</td>
</tr>
<tr>
<td>Goal 6: Modernize NMT business practices.</td>
<td>Objective 10: Evaluate expanded access to Banner that is responsive to user needs and ensure data security.</td>
<td>All VPs F2</td>
<td>TIC Director</td>
<td>1 FTE</td>
</tr>
<tr>
<td>Objective 11: Evaluate full utilization of the university’s intranet to improve internal communications.</td>
<td>All VPs F2</td>
<td>TIC Director</td>
<td>1 FTE</td>
<td>Internal - Must identify funding source before this can commence</td>
</tr>
<tr>
<td>Objective 12: Streamline the human resource functions to include hiring, promotions, career ladders, and performance reviews.</td>
<td>VPAF F2</td>
<td>Dir. Human Resources</td>
<td>Development + Salary funds</td>
<td>18</td>
</tr>
</tbody>
</table>

COMMUNICATIONS

Goal 1: Establish ongoing communication process for NMT Strategic Planning

Objective 1.1: Perform an annual evaluation of the strategic plan and communicate progress to the NMT community.

Objective 2: Submit an annual report to NMT administration for review and approval.

Objective 3: Establish a five year resource allocation plan to be updated annually.

Objective 4: Update five year budget projections on an annual basis and reallocate based on established criteria.

Objective 5: Expand standing committee participation from all constituencies to broaden input into decision making.

Objective 6: Expand the centralized communications functions to increase NMT’s visibility and recognition.

Objective 7: Develop a university-wide culture of information sharing.

Objective 8: Develop and implement policies and procedures to improve internal communications.

Objective 9: Develop comprehensive plan for expanding the centralized communication functions of the university.

Objective 10: Implement the comprehensive plan and evaluate communication progress annually.

Objective 11: Evaluate expanded access to Banner that is responsive to user needs and ensure data security.

Objective 12: Evaluate full utilization of the university’s intranet to improve internal communications.

Goal 6: Modernize NMT business practices.

Objective 13: Evaluate and improve NMT business practices and workflows against established standards and criteria.

Objective 14: Streamline the human resource functions to include hiring, promotions, career ladders, and performance reviews.