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Message from the President

During the summer of 1998, I called together a team of 30 faculty, staff, and students to update New Mexico Tech's 1995 Strategic Plan. This is the result of that process—our vision of what we would like to see New Mexico Tech become in the near future.

Some of this plan will seem very familiar—the vision statement is the same, and we added two institutional values to the existing three. Our goals, however, have changed sharply. In the previous plan, the goals (or institutional objectives) were topics. This time, our goals are calls to action—each begins with the words "New Mexico Tech will . . ." And because the goals are more specific, in many cases, the strategies and action plans are also more specific.

I also sensed a change in attitudes from members of the planning team. People seemed to be more willing—and able—to look at the "big picture," to examine how an item would affect not only themselves or their departments, but also other members of the Tech community. And more people proved to be open to the concept of change. Members of the previous team who had objected to any change in "business as usual" were willing to examine, and even adopt, new ideas and new processes.

Also new to this plan are the additions of oversight and metrics. Oversight is simply the naming of the administrator or administrative unit that is in charge of seeing that an individual strategy or action is carried through. Metrics are the measures that indicate if a strategy or action has been completed successfully. Metrics usually consist of timelines (A decision will be made by Fall 1999.) or measurable standards (Eighty percent of new freshmen will return for the next semester.)

The members of the planning team have labored long and hard on the plan, spending more than 1,200 hours in committee meetings over the past eight months. I appreciate their dedication and willingness to devote time and energy to the process.

The process was not without some conflict. In most cases, we were able to reach consensus. In others, some members of the team believe passionately that an action is worthwhile, and other members believe just as passionately that the same action is without merit. In these cases, the majority ruled.

Special thanks go to Tech alumnus Paul Shoemaker, who once again served as our facilitator and guide. Jim Corey's words from the last Strategic Plan are as appropriate today as they were then:

"Without Paul's skills as a facilitator, without his energy, and without his wit and humor, the planning process would not have succeeded."

Dr. Daniel H. López
President
Our Mission

New Mexico Tech is an institute of higher learning that serves the people of New Mexico by integrating education, research, public service, and economic development through emphasis on science, engineering, and natural resources. Its mission is threefold:

1. helping students learn creative approaches to complex issues
2. creating and communicating knowledge, and
3. solving technical and scientific problems

Our Vision

New Mexico Tech is a center of higher learning at the forefront of education and research in advanced fields of science and technology. Members of this community are committed to a rigorous, yet caring, learning environment. Tech's goals are to promote intellectual growth in its students and provide skills to help them fulfill future leadership roles in our ever-changing society. Through excellence in education and research, Tech seeks to create an enriched and economically stronger society for the citizens of New Mexico, the nation, and the world. The entire New Mexico Tech community is committed to the success of our students, who are the heart of our efforts.
Our Core Values

Creative Excellence

Creativity is possible in virtually all endeavors. It calls for curiosity, adaptability, and resourcefulness. It requires imagination and often diligence. But whether the task is being performed by a carpenter, a secretary, a graduate student, or a regent, creativity is an expected part of this value.

Excellence speaks for itself. New Mexico Tech is known for the high quality of its education and research, but we aspire to a new level of excellence in which the whole is greater than the sum of its parts. At this new level, we expect that creative excellence will be rewarded at New Mexico Tech.

Integrity

New Mexico Tech must honor integrity as a fundamental value. Dishonesty, cheating, and plagiarism have no place in a respected institution of higher education. But real integrity goes further than these negatives. Integrity means having the courage to defend the truth, to act fairly and honestly in all our endeavors, and to be responsible citizens of the community.

Collegiality

New Mexico Tech is a place where people care about each other. That means establishing open communications with others, sharing values with them, and collaborating with them for the good of the institution and society as a whole. Collegiality also means mentoring: acting as a guide and advisor to a colleague, a student, a fellow staff member. It means caring about the community—the campus community, the community of Socorro, and the larger community of the State of New Mexico. This sense of communal caring stems largely from our shared responsibility to each other and the expression of our commitment to the communities we serve, whether local or global. And, collegiality means valuing diversity, realizing that persons of race or gender or ethnicity or nationality different from our own have importance both because they are human and because their experiences are different from ours and are therefore valuable.

Service

As a community of learners, New Mexico Tech also acknowledges a responsibility to serving society, especially since learning helps meet not only individual needs, but also those of the larger community. Service is a source of motivation and inspiration to those who practice it, reflecting both a capacity for relating to others, as well as deep-seated concern for the quality of human life. The social benefits of service are further fulfilled through the expansion of knowledge by teaching, scientific investigation, technology transfer, and economic development.
Leadership

New Mexico Tech has been, is, and will continue to be at the forefront of science and engineering research and education. Creating an open environment which also develops and fosters tomorrow's leaders in those and other fields is of paramount importance. Leadership involves moving everyone toward a shared perception of our university's vision, mission, and outcomes, toward a common understanding of where New Mexico Tech is now and where it should be heading, and toward an increased commitment to those ends. By engaging, enabling, and empowering others throughout the university, members at all levels and in a variety of areas can take on leadership roles. Strong, effective leadership is best exemplified not through methods of control, but through positive influence.
Our Strategies and Actions

Key to the following pages:

Goals are the guides for our efforts in becoming the institution we envision.

Strategies are the broad courses of action needed to fulfill the goals.

Action items list the specific steps necessary to accomplish the strategies.

Metrics are the measures that indicate if the goal, strategy, or action has been completed successfully and in a timely manner.

Oversight is the administrator or administrative body that is in charge of seeing that the goal, strategy, or action is carried through

As the planning team discussed our six goals, a number of topics came up again and again. Team members saw these topics as keys to accomplishing more than one goal. Even though the lists of strategies and actions have been streamlined to remove most duplications, it is important that these topics be noted.

Resource Allocation

There are many good ideas listed in this strategic plan. Unfortunately, most of them require additional resources to get them accomplished. Obviously, because our resources are not unlimited, all of these ideas cannot be addressed or solved at the same time. The committee believes that without setting priorities and re-allocating resources to meet those priorities, this strategic plan will not succeed. The committee also realizes that re-allocation of resources will be a painful process.

During its initial review of the plan, Tech's Board of Regents emphasized that implementation of the plan may lead to the following:

- An Institute-wide assessment of available resources must be made.
- Specific resources must be targeted to address individual goals.
- Tech's present program mix must be evaluated.
- Restructuring may be necessary.

The Needs of Graduate Students

A strategy in the 1995 Strategic Plan identified a need to increase "stipends and infrastructure support for graduate students." While stipends have increased, they still fall well below that of our peers.
If we wish to attract more quality graduate students, New Mexico Tech must provide them with financial support at a level competitive with peer graduate programs.

In addition to increased stipends, we should consider institute-funded fellowships for our best applicants, allowing these incoming graduate students a year to "find a home" and the freedom to work with the professor of their choice.

**The Master of Science Teaching (MST) Program**

Tech's MST program is unique in New Mexico, and in the past we have not actively promoted the program. The committee sees the expansion of the MST program to be a key to increasing the number of both undergraduate and graduate students, as well as promoting Tech throughout New Mexico. Offering courses in Albuquerque during the regular school year as well as two-week summer classes has already increased the number of teachers enrolled in the program to more than 60.

**Interdisciplinary Efforts**

The committee recognized that despite Tech's small size, in many instances, academic departments have not developed connections with other departments or with Tech's research units. We must establish closer ties among departments and between departments and research units if we are to better serve our educational mission.

**Undergraduate Research Opportunities**

Have you seen any of the television commercials about New Mexico universities that are now airing? They all say the same things: friendly atmosphere, small classes, individual attention, and job opportunities. The same things our recruiting literature stresses.

But New Mexico Tech has a unique selling point: A large percentage of our undergraduate students are involved in research. Or, as one professor remarked, "Any undergraduate who wants to be involved in research can." Many parts of this plan include ways to expand the opportunities students have to be involved in meaningful research during their undergraduate years.

**Institutional Promotion and Development**

Promotion of Tech is not limited to recruiting students and influencing legislators and business leaders. The committee believes that everyone employed at New Mexico Tech should be involved in promoting the Institute. How? That depends on your job, but even the most insignificant act can be a promotion of Tech:

- Picking up a stray piece of paper blowing across campus
- Being polite and friendly on the phone
- Going out of your way to help a student or visitor
• Answering e-mail quickly and in a friendly manner

Faculty members and researchers have another avenue, as well. They can promote Tech by promoting science and engineering in general. Many of our students decided to pursue a career in science or engineering before they began high school. If more students become excited about science and engineering, more will be interested in attending New Mexico Tech in the future! After all, in Carl Sagan's words (which seem especially apt here in New Mexico), science is a "candle in the dark," and we must do all we can to spread the light.
Goal: New Mexico Tech will be noted for excellent and productive instruction and research.

a. Create accountability and incentives for faculty, staff, and students

1) Establish, communicate, and employ specific expectations of faculty and staff at the department/unit level. Expectations will be discussed and agreed upon at the beginning of each evaluation period.
   a) Faculty: Excellence in both instruction and research. Will include a periodic in-depth discussion of faculty member's course content and teaching methods.
   b) Staff: Excellence in service. Discuss and agree with supervisor on expectations
      Oversight: Department Chairs and Unit Supervisors
      Metric: See five-year unit program plans (Resource Allocation)

2) Fully embrace merit pay based on expectations of excellence
   Oversight: Appropriate Vice Presidents
   Metric: Phase in beginning Fall 1999

3) Work towards compensation packages competitive with peer institutions. Continue to compare benchmark compensation packages on an annual basis.
   Oversight: President and Cabinet

b. Integrate teaching and research. Promote the concept that teaching is more than just classroom instruction.

1. Create a non-need-based Tech Research Scholar scholarship to provide research jobs for undergraduates and provide recruiting and retention incentives for students. The funds to pay students would be attached to the student rather than to the department in which the research was being done.
   Oversight: Director of Financial Aid and Vice President for Academic Affairs
   Metric: Pilot program in place for Fall 2000

2. Encourage and reward research divisions for including students in research
   Metric: Review annually

3. Request resources in research proposals for undergraduate involvement in research activities
   Metric: Review annually

4. Develop a forum (such as brown bag lunch seminars) to communicate departmental successes to other departments
   Oversight: Faculty Council's Teaching Resource Committee
   Metric: Begin in Fall 1999
c. Promote interdisciplinary teaching and research

1. Encourage interdisciplinary equipment requests
   Oversight: President and Vice President for Research and Economic Development

2. Consolidate similar courses to enhance interdisciplinary teaching and research
   Oversight: Vice President for Academic Affairs, Dean of Graduate Students, and Department Chairs

3. Support faculty and staff hirings and joint appointments that strengthen critical connections among departments and research units
   Oversight: Vice President for Research and Economic Development and Vice President for Academic Affairs
   Metric: Increase number of departments and research units involved; review annually.

4. Encourage collaborative research among academic departments, and between academic and research units.
   Oversight: Vice President for Research and Economic Development and Vice President for Academic Affairs
   Metric: Monitor number of grants with joint PIs

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d. Improve the educational experience at New Mexico Tech

1. Create Resource Center, which will include resources on teaching, assessment, advising, and grant writing and management
   Oversight: Director of Student Services, Faculty Council's Teaching Resource Committee, Vice President for Research and Economical Development.
   Metric: In place by Fall 1999

2. Focus excellence in instruction on first and second years
   Oversight: Department Chairs

3. Adopt distance education policy, which should address but is not limited to:
   i) Special areas for instruction, such as the Master of Science Teaching program and continuing education in specific fields in which Tech has expertise
   ii) Teacher preparation for effective teaching and high quality of distance education services
   Oversight: Distance Education Coordinator and Committee
   Metric: Develop policy and present draft to Faculty Council by Spring 2000
Goal: New Mexico Tech will grow to 1,800 students (headcount) in five years.

a. Increase recruitment of undergraduate students

   Metric: Incoming class (freshmen and transfer students) will increase by 10% per year
   Oversight: Vice President for Institutional Development

   1. Set ambitious academic unit enrollment and program goals, in conjunction with the Academic Vice President. Encourage each unit to cooperate with the Admission Office and participate in recruiting.
      Metrics: Set goals by Fall 1999. Every department will meet its goals.

   2. Develop Master of Science Teaching (MST) scholarship program for high school students to be awarded by MST graduates (one scholarship/school).
      Metric: Monitor number of scholarships used.

   3. Increase recruitment efforts in Western states (Washington, Oregon, California, Arizona, Nevada, Texas).
      Metric: Increase enrollment in region by more than 10% per year.

   4. Fund group campus visits by math/science emphasis groups, such as MESA, science-teacher groups, etc.
      Metric: Conduct ten visits per year.

   5. Maintain scholarship program commensurate with growth in enrollment.
      Metric: Perform annual review of scholarship program.

   6. Increase minority enrollment
      Metric: Increase minority enrollment by more than 10% per year.

   7. Continue to encourage alumni to participate in recruiting activities

   8. Build funds for undergraduate research opportunities into proposals where appropriate.

b. Increase retention and five-year graduation rates

   Metric: First-year retention rate will increase to 80% or better by Fall 2000
   Oversight: Vice President for Academic Affairs

   1. Expand orientation for new faculty to include teaching, advising, research, and administrative procedures. Mentor new faculty.
Metric: Expand orientation and provide mentors for new faculty by Fall 1999.

2. Support improvements in teaching quality of undergraduate courses, including working department assessments, providing faculty development money, and supporting the teaching committee.
   Metric: Use department assessment metrics and student evaluation forms.

3. Establish committee to review undergraduate research and service opportunities in order to involve more students with faculty and staff.
   Metric: Develop plan by Spring 2000.

c. Increase number and quality of graduate students

   Metric: Graduate student enrollment will increase 5% per year
   Oversight: Vice President for Research and Economic Development

   1. Improve stipends for graduate research and teaching assistants. Provide additional monies for teaching assistants. Build higher salary for research assistants into proposals.
      Metric: Fund stipends at level of peer institutions by Fall 2000.

   2. Explore the idea of institute-funded fellowships to be awarded competitively to first-year graduate students.

   3. Provide opportunities and fund professional development for graduate students.
      Metric: Provide opportunities at level of peer institutions by Fall 2000.

   4. Increase annual budget for improving teaching and research lab resources and facilities. Establish position for electronics technician support.
      Metric: Fund improvements at state-funding formula level.

   5. Expand the Master of Science Teaching (MST) program, including providing additional courses in Albuquerque and via distance education.
      Metrics: Increase enrollment to 100 degree-seeking students by Summer 2000. Pursue internal and external funding sources to support program by Summer 2000.
Goal: New Mexico Tech will substantially improve student quality of life

Oversight: Vice President for Institutional Development

a. Enhance student commitment to the Institute to heighten academic success

Freshman
Metrics: Present plan to faculty and administration in Spring 1999. At least 80% of new freshmen will return for their second year at Tech.

1) Appoint task force to develop First-Year Experience and present to faculty and administration. Quality of Life committee will form core of new task force and will invite additional members to participate. The First-Year Experience could include, but is not limited to:
2) Advising center, which could include, but is not limited to:
   a) Focus on first-year students and undecided majors
   b) Early warning and intervention system
   c) Improved tutoring program
   d) Training of key faculty and staff members and peer mentors to serve as advisors
   e) Financial and other incentives for faculty who participate
   f) Integration with web-based student database
3) Student success course
4) Extracurricular activities
5) Restructured orientation experience
6) Grading first semester courses on pass/fail basis
   a) Determine what peer and similar institutions are doing and how successful their programs have been
   b) Present report to faculty and administration

Transfer Students

* Designate faculty member in each department to advise transfer students and get them on track
  Metric: Departments will identify faculty member by Fall 1999.

* Restructure orientation experience for transfer students

Continuing Students

* Move advising to departments as soon as possible
• Provide lounge for commuting students, including lockers, study space, and computers

Graduate Students

• Increase stipends (see Growth)

Graduating Students

• Explore possibility of having Placement Center for job interviews at Tech building in Albuquerque

b. Improve physical environment for students

Metric: Begin improvements as soon as they are supported by student enrollment increases.

1) Improve study facilities, including
   i) 24-hour access to TCC
   ii) Extended library hours
   iii) Additional library resources

2) Additional common space for students in department
   Metric: Extend library and TCC hours by Fall 1999.

3) Build new student facilities, including:
   a) SUB
   b) Fitness center
   c) Apartment-type residence halls
   d) Permanent enclosure for the swimming pool

c. Increase extracurricular opportunities to encourage personal development and social bonding

Metric: New activities will be in place by Fall 1999.

• Increase involvement between students and faculty/staff

• Build upon success of SPLAT

• Encourage appropriate organizations (such as Student Association, Activities Director) to designate more funds for student clubs
Goal: New Mexico Tech will give back to the community.

a. Institute a program in which graduate and undergraduate students are awarded fellowships to spend time in K-12 schools.

Metric: Submit grant proposal by January 2000.
Oversight: Vice President for Academic Affairs and Dean of Graduate Studies
- Identify potential program leaders among the faculty.
- Form committee to develop the program.
- Identify K-12 school systems and key K-12 teachers to be involved in project.
- Seek external funding (e.g., NSF).

b. Establish a distinguished lecture series in which Tech researchers will share knowledge with the New Mexico community.

Metric: Lecture program will be in place by January 2000.
Oversight: President and Cabinet
- Obtain sponsorships from legislators and community leaders throughout the state of New Mexico.
- Identify speakers from the Tech community who can give exciting talks to the general public.
- Set up schedule for each speaker to give presentations in strategic areas throughout the state of New Mexico.

c. Pursue the establishment of a Science and Engineering Development Center to solve technical problems for the private sector. Problem-solving teams will include faculty, students, professional staff, and collaborators from national labs and other universities.

Metrics: Submit proposal to President and Regents by January 2000. Submit proposal to State Legislature for 2001 session (a 60-day session).
Oversight: Faculty Council and Cabinet, coordinated by Vice President for Research and Economic Development.
• Create a committee consisting of key researchers from academic and research divisions to develop a Center proposal to submit to the President and Board of Regents, for ultimate submission to the Legislature.

• Submit proposal to the Legislature to create Center by statute, with base-level funding provided through the appropriations process and additional funding derived from collaborative efforts with the private sector.

d. Where possible, facilities will be planned to serve both Tech and the Socorro community.

    Metrics: Architectural programming will take into consideration dual use
    Oversight: Vice President for Administration and Finance
    • Student Union Building
    • Athletic Facility

e. Participate formally in the Socorro County Regional Planning activities, particularly with respect to the connections between science and technology and economic development.
Goal: New Mexico Tech will allocate resources strategically.

a. Develop process for allocating resources strategically.

Metric: Program plans will be developed and submitted to the appropriate Vice President or Division Director by July 1, 1999

Oversight: President and Cabinet

1. Each academic and non-academic unit will develop a five-year program plan in conjunction with the appropriate vice president. The plan will be updated annually.

2. Core groups of metrics will be developed for academic and non-academic units. Each unit will also develop supplemental metrics that assess performance in areas that are unique to the individual unit. Program assessment will be guided by these core and supplemental metrics, considered in the context of institutional goals.

3. The President and Cabinet will review each plan to determine alignment with institutional goals and priorities.

4. The plans for each unit and the results of the presidential review will be made available to the Tech community in a timely fashion.

5. Institutional resource allocation will be guided by these plans and assessments.

Academic Units

a) Allocation of resources, including human resources, will be guided by the following principles, which are not listed in priority order:
   i) Student/faculty ratios in growing programs will be kept low, in keeping with Tech traditions.
   ii) Growing programs will have priority over programs with declining enrollments.
   iii) Core programs that serve other disciplines will have priority over non-core programs.
   iv) Stable programs will have priority over those with unstable enrollments.
   v) Opportunities to combine related departments into single units will be examined.
   vi) Joint appointments will be encouraged.

b) Program plans units will include both instruction and research, as well as appropriate feedback loops to find ways to improve and to document improvement.
c) Core metrics could include, but are not limited to:
   i) Enrollment (How is unit contributing to increase in enrollment?)
   ii) Student retention (How is unit contributing to increase in retention?)
   iii) Graduation rates
   iv) Student outcomes (including transfers between departments, graduate school, professional study)
   v) Research output, including funding, quality and quantity of publications, and reports
   vi) Professional development
   vii) Outreach

Non-academic Units

a) Program plans will include ways to improve services to on-campus and/or off-campus clients, as well as appropriate feedback loops to find ways to improve and to document improvement.

b) Core non-academic unit metrics could include, but are not limited to:
   i) Customer satisfaction
   ii) Research output, including funding, quality and quantity of publications, and reports
   iii) Professional development
   iv) Outreach

b. Update the organization of academic and non-academic units to reflect current and future needs and better serve our educational mission. Seek opportunities to combine duplicate programs/curricula and services, foster interdisciplinary programs, support unique programs, create programs to meet unmet and future needs, and save money.

Oversight: Appropriate vice president

1. Examine opportunities to combine departments.
2. Examine curricula for course duplication
3. Examine cost-to-benefit ratios of on-campus services
4. Review general degree requirements
5. Eliminate obsolete courses and services
6. Examine on-campus services for redundancies
7. Examine opportunities for developing interdisciplinary programs and positions
Goal: New Mexico Tech will actively promote itself.

Oversight: Vice President for Institutional Development

a. Create region-wide institutional identity

   Metric: Conduct annual survey to track name recognition.

   1) Select logo and letterhead/business card/envelope style to be used institute-wide
      Metric: Begin implementation by July 1999

   2) Address Web page principles to ensure consistency

   3) Increase name recognition and public awareness of New Mexico Tech through
      most effective promotional media and public service journalism. Hire additional
      reporter to aggressively seek out campus stories and develop additional articles
      that can be used for:

   4) Short public service announcement for distribution to small town radio stations

      a) Newspaper articles
      b) Research newsletter to potential students
      c) Web site
      d) Television

   5) Encourage academic departments to form advisory committee with appropriate
      industries.

b. Emphasize external (non-legislative) fundraising

   Metric: Increase external fundraising by 10% per year. (Use past five-year average
   for base figure.)

   1. Make fundraising an integral part of duties of the Institute's leadership, including
      regents, president, vice presidents, directors, and academic departments

   2. Encourage the Research Foundation to expand its mission to include fundraising.

   3. Enhance the relationship between the Board of Regents and the Research
      Foundation.

   4. Make fundraising a priority for the Office for Advancement.

   5. Target alumni for departmental fundraising
c. Encourage all employees to promote Tech.

1. Make promotion of Tech part of each employee's job description. Incorporate institutional promotion into merit-pay criteria.

2. Expand Consulting Scientist program.
   Metric: Expand number of visits by 10% each year.

3. Encourage faculty and researchers to become leaders in presenting science and engineering to the public. Emphasize institutional promotion in the service component of faculty merit criteria.

4. Encourage faculty and researchers to continue to build Tech's scientific and technical reputation by participating in and contributing to national, regional, and state level forums, including professional societies, National Research Council, etc.
   Metric: Monitor faculty honors at a national level (e.g., percentage of a department's tenured faculty who are fellows of their respective professional society).

5. Encourage all employees to go out of their way to help students and other clientele

6. Include alumni in promotion efforts

d. Invite New Mexico industries to participate in advisory committees which guide the development of academic programs.
Members of the Strategic Planning Committee

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Bond, Robert, Electrical Engineering
Chamberlin, Louise, Auxiliary Services
Chapin, Chuck, Bureau of Mines and Mineral Resources
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Eiland, Kim, Recorder