



2027 Five-year Strategic Plan

(Draft Presented to Tech Community 10/10/2022)



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I. Introduction

Overview of New Mexico Tech

A Strategic Plan Task Force was formed in 2022, with faculty, staff, students, alumni, and community members. The committee met throughout 2022 to draft vision, mission, and value statements and five-year strategies for continued growth and development of the university. Based on committee discussion and input from the NMT Campus Community Listening Tour (six sessions), the committee identified six strategic themes, defined as a set of related goals, with associated key objectives, tasks, metrics, responsibility, and timelines to pursue over the next five years, as follows: Empowering Student Success, Enriching Engaged Learning, Diversity, Equity, Inclusion (DEI) Driven Excellence, Amplifying Research, Energizing Community, and Financial Resilience.

II. Strategic Planning Responsibilities

	Mission	Vision	Strategy	Implementation
Board of Regents	Sets and Stewards Institution's Mission	Provides Input	Provides Input	Provides Feedback
President	Provides Input	Articulates Vision for Working Toward Mission in Mid- to Long-Term	Provides Input	Provides Input
Strategic Planning Committee	Provides Feedback	Provides Input	Sets Strategies and Goals for Achieving Vision	Provides Input
Community	Provides Feedback	Provides Feedback	Provides Input	Plans and Implements Initiatives to Meet Strategic Goals

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III. Strategic Direction

NMT's Vision, Mission & Values

In the process of creating the NMT 2027 Five-year Strategic Plan, it was determined the institution should update and align its [current NMT Mission, Vision, and Values](#). The Strategic Plan Task Force and our associated committees have started the draft process. The NMT Community is asked to review and make comments on the following draft so they can be reviewed/approved along with this strategic plan draft.

Mission:

New Mexico Tech leads education and research in science, technology, engineering, entrepreneurship, and mathematics (**STE²M**) for New Mexico.

- We **educate** a diverse student body in foundational and collaborative student-focused programs.
- We **forge** scientists, engineers, and leaders for the future.
- We **serve** the public through research, scientific knowledge, economic development, and STE²M outreach benefitting the communities of New Mexico and beyond.

Vision:

To be an inclusive, distinguished, and vibrant community of scholars dedicated to continual enhancements in education, research, and innovation to meet the STE²M challenges of tomorrow.

Shared Values (5 E's):

New Mexico Tech's shared values inform the actions the university community will undertake in fulfilling our mission and in accomplishing our vision.

- **Excellence in Teaching, Scholarship, and Integrity:** We pursue excellence and distinction in our academic, intellectual, creative, and personal pursuits with the highest integrity.
- **Empowering Student Success:** We provide engaging and comprehensive educational experiences that facilitate our students' growth, development, and ability to serve their profession, community, and society.
- **Entrepreneurial and Innovative:** We are creative and innovative problem solvers whose solutions advance the discipline and economic impact of the region.
- **Engaging the Community:** We serve the communities we live in, our professional communities, and the public mission of the institution.
- **Equitable, Inclusive, and Collaborative:** We all have a stake in and responsibility for NMT's continual achievement of DEI excellence and in creating an environment where anyone can come and achieve their goals.

IV. Strategic Plan Integrated Themes



New Mexico Tech will pursue six (6) overarching, integrated strategic themes in support of its mission and vision and guided by its values in its continued quest to be a vibrant STE²M University.

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To provide an outstanding educational and research experience to our students, NMT is committed to:

- **Empowering Student Success:** Empower our students to reach purposeful academic and career goals through a University culture focused on providing a comprehensive STE²M education, nurturing students to succeed at NMT and beyond.
- **Enriching Engaged Learning:** Enhance undergraduate and graduate STE²M education through increased opportunities for active learning within and outside of the traditional classroom.
- **DEI Driven Excellence:** Proactively integrate diversity, equity, and inclusive (DEI) excellence into the fabric of NMT including academics, leadership, decision-making, day-to-day operations, community engagement, and organizational cultures.
- **Amplifying Research Innovation:** NMT will amplify research innovation to meet the challenges of tomorrow through education, transdisciplinary collaboration, and entrepreneurship. Engaged researchers will expand the reach and impact of NMT innovation in the service of New Mexico, the region, nation, and society.
- **Energizing Community:** NMT will serve the public through research, scientific knowledge, economic development, and STE²M outreach, which benefits Socorro, communities throughout New Mexico. NMT will commit to strengthen the bonds with Socorro and surrounding areas by cooperatively developing an open and inclusive identity and a common vision to build a more vibrant and resilient community.
- **Financial Resilience:** Through an open and inclusive budgeting process, expand and diversify funding sources and opportunities to ensure the ongoing viability of delivering the mission of the Institution.

V. Strategic Goals, Key Objectives, Potential Tasks and Metrics

Note: An outcome from the last strategic plan was to become a more data-driven University. To assist with this, many first year tasks for this strategic plan will focus on acquiring key baseline data from which targets can be set.

Strategic Theme Definitions

Input Area	Definition*
Goal	Broad, topic area that results in aggregated change at the institution-level.
Key Objective	Program-specific target that addresses system level goals such as enhance new student experience, increase enrollments in transfer programs, increase advising touchpoints, expand into a new market, etc.
Potential Task	Focused action item that helps meet an objective such as expand marketing efforts to local high school students, create access to after-hours advising, launch new programs to address market gap, etc.
Potential Metric	Serve as a data-driven tool to monitor the successful implementation of the strategic plan. Metrics track progress on the key objectives themselves, rather than exclusively measuring progress on specific initiatives and/or tasks. Being Developed
Accountability	To Be Developed
Timeline	To Be Developed

* Definitions obtained from EAB: [Strategic Planning Resource Center](#) / [Selecting Core Performance Metrics](#) and modified for use in this plan.

Strategic Theme: Empowering Student Success

Goals	Key Objectives	Potential Tasks
Improve our undergraduate students' transition to NMT that facilitates their success.	Increase first-to-third semester retention of first-time, full-time, first-year students.	<ul style="list-style-type: none"> ● Identify interventions that positively impact student retention. ● Identify events that positively impact students' sense of belonging.
	Expand undergraduate recruitment efforts.	<ul style="list-style-type: none"> ● Expand targeted recruiting activities in southern New Mexico and select markets in surrounding states. ● Increase overall marketing and recruitment efforts of undergraduate programs, especially for Hispanic populations, women, and other marginalized groups. ● Develop targeted recruiting efforts for programs with capacity.
Improve our graduate students' transition to NMT that facilitates their success.	Improve support of and opportunities for graduate students.	<ul style="list-style-type: none"> ● Enhance the quality of graduate student contracts. ● Expand research opportunities for graduate students through increased grants and contracts. ● Development of a fund to ensure students can be admitted early in the recruitment process. ● Enhance professional development and professional activities for graduate students to prepare them for careers post-graduation.
	Expand graduate recruitment efforts.	<ul style="list-style-type: none"> ● Expand targeted recruiting activities in select international markets. ● Enhance and increase online marketing of professional and distance education master's programs. ● Develop targeted recruiting efforts for programs with capacity. ● Increase overall marketing and recruitment efforts of graduate programs, especially for Hispanic populations, women, and other marginalized groups.
Improve our students' success at NMT that results in an increase in the number of degrees awarded.	Expand undergraduate and graduate student persistence efforts.	<ul style="list-style-type: none"> ● Identify student resources that positively impact student persistence (or obstacles that hinder their progress). ● Identify events that positively impact student sense of belonging. ● Identify ways to assist faculty help students succeed.
	Overhaul financial support for both in-state and out-of-state students.	<ul style="list-style-type: none"> ● Promote state scholarships while seeking out additional financial assistance from donors and state/federal agencies. ● Increase internal and external support for doctoral students.

Resources

- NMT's Quality Improvement Initiative.
- Enrollment Management Strategic Plan.

Strategic Theme: Enriching Engaged Learning

Goals	Key Objectives	Potential Tasks
<p>Ensure all degree programs incorporate modern and engaging academic experiences.</p>	<p>Enhance the use of inquiry-based and active-learning instructional techniques across modalities.</p>	<ul style="list-style-type: none"> ● Identify professional development programs that have been offered in prior years and inquire what programs would be of interest. ● Offer professional development to Faculty, Staff, and Teaching Assistants.
	<p>Sustain and target expansion of research experiences throughout the curriculum.</p>	<ul style="list-style-type: none"> ● Identify experiences that are regularly offered within and in support of the curriculum. ● Identify areas for expansion, targeted investments, and new experiences. ● Develop a funding model to sustain these experiences. ● Encourage innovative and effective practices to be disseminated across campus, including mentoring of research students.
	<p>Enhance access to modern technology and instrumentation throughout students' educational experiences.</p>	<ul style="list-style-type: none"> ● Identify areas that meet, or do not meet, baseline technology for use and engagement with academic degree programs. ● Develop a funding model to remedy deficiencies and enhance technology access in classrooms and laboratories.
<p>Enhance students' education through engaging co-curricular experiences and professional opportunities</p>	<p>Offer co-curricular opportunities for students to engage in and reinforce their sense of belonging and purpose.</p>	<ul style="list-style-type: none"> ● Promote student participation in professional society activities. ● Provide opportunities with training to serve as peer mentors and tutors. ● Encourage student organizations to engage the community by offering and participating in STEM activities. ● Engage student clubs in campus activities to increase student engagement.
	<p>Engage students in professional development opportunities that include leadership training.</p>	<ul style="list-style-type: none"> ● Expand career development workshops for all students. ● Provide professional development opportunities for student leaders, including peer mentors and tutors.

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Enhance students' education through engaging transdisciplinary opportunities.	Expand discussion of transdisciplinary research ideas, opportunities, and collaborations across campus throughout the academic year.	<ul style="list-style-type: none">• Explore the implementation of a common campus-wide meeting time model.• Centralize information for departments.
	Revitalize the first-year experience.	<ul style="list-style-type: none">• Facilitate curricular conversations regarding first-year courses and experiences.• Engage in curricular changes that are agreed upon and are financially viable.
	Increase coordination and communication of specialty programs and opportunities.	<ul style="list-style-type: none">• Enhance communication about and coordination between specialty programs.• Promote specialty programs that exist and forthcoming opportunities. This includes facilitating personal connections, network opportunities among faculty and staff, and reinforcing a collaborative campus culture.

Strategic Theme: DEI Driven Excellence

Goals	Key Objectives	Tasks
<p>Advance institutional excellence through a university-wide commitment to diversity, equity, inclusion, belonging, and justice and by fostering a culture of appreciation and respect.</p>	<p>Implement equity-centered practices to promote community building and a positive campus climate.</p>	<ul style="list-style-type: none"> ● Create and implement a biannual campus climate survey ● Incorporate gender pronoun preferences where available ● Establish and promote a DEI calendar to celebrate and promote cultural diversity and campus belonging ● Develop and incorporate a university Land Acknowledgement ● Proactively assess institutional symbols, practices, and other artifacts as they relate to DEI principles ● Implement intentional peer-support, eCPR, and mental health training. ● Utilize ADA compliance regulations for ongoing assessment of campus accessibility and appropriate remediation ● Implement intentional peer-support, eCPR, and mental health training
	<p>Work in innovative ways to inspire change, promote dialogue, and advocate for diversity, equity, inclusion, belonging, and justice within and across units.</p>	<ul style="list-style-type: none"> ● Define, publish, and promote NMT’s definitions of and commitment to diversity, equity, inclusion, belonging, and justice on the website and throughout campus ● Develop a diversity, equity, inclusion, belonging, and justice training curriculum geared towards all members of campus community ● Provide resources, regular training, and professional development for faculty and staff to enhance the integration of DEI principles and practices into teaching, research, scholarship, and service ● Leverage institutional resources to create a DEI center and associated affinity spaces to support community building. ● Increase awareness of the Chief Diversity Officer role and how this role serves NMT’s commitment to DEI Driven Excellence

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<p>Build and sustain the infrastructure needed to enhance diversity, equity, inclusion, belonging, and justice at all levels of the University.</p>	<p>Improve campus-wide Bias Incident reporting processes and supportive measures for students, faculty, and staff.</p>	<ul style="list-style-type: none"> ● Leverage the DEI Council to develop, implement, and evaluate a transparent institutional reporting tool ● Utilize the DEI Council to establish response procedures, supportive measures, and relevant trainings for tool use
	<p>Incorporate DEI principles and practices into financial and operational decision-making processes</p>	<ul style="list-style-type: none"> ● Enhance coordination between departments and units to proactively recruit and retain faculty and staff from diverse backgrounds ● Use institutional demographic, campus climate survey, and other relevant data measures of diversity, equity, inclusion, belonging, and justice to inform the allocation of university resources ● Develop and publish an annual report on DEI Driven Excellence initiatives via the Chief Diversity Officer & President’s Office

Strategic Theme: Amplifying Research

Goals	Key Objectives	Potential Tasks
<p>Increase engagement in research</p>	<ul style="list-style-type: none"> ● Cultivate faculty, student, and staff involvement in research ● Grow collaborations focused on research output through funded research and scholarship ● Leverage institutional resources to increase the competitiveness of proposals 	<ul style="list-style-type: none"> ● Develop incentives for research performance (individual, transdisciplinary and collaborative) ● Develop incentives to enhance staff research ● Enhance and operationalize strategies to match stakeholders with suitable funding opportunities ● Increase support for proposal development and submission activities ● Identify, acquire and roll out tools/applications to enhance and streamline proposal development, routing and award management ● Publish an annual State of Research report to share broadly
<p>Encourage investment in research administration/ infrastructure</p>	<ul style="list-style-type: none"> ● Remove internal research barriers and increase research support for grant lifecycle ● Inventory and disseminate resources such as human capital, devices, instruments, laboratories, etc. ● Engage all researchers with available infrastructure ● Improve collaborative research management 	<ul style="list-style-type: none"> ● Develop approaches/infrastructure for campus stakeholders to articulate administrative barriers and identify pathways for resolution, e.g., providing administrative supports for REU programs ● Increase administrative support for the research lifecycle, from proposal and budget development to final reporting ● Create a research advisory committee to assist in the prioritization research investments (infrastructure, wish list, F&A, cost share, mini-grant seed funding proposal selection) and promote transparency ● Foster retention strategies to maintain key NMT research personnel and their level of satisfaction ● Establish management academy for research administrators/managers to increase capacity ● Develop research administrator network to scaffold and support research staff to ensure alignment with institutional policy/best practices and the mitigation of risk ● Reinvigorate the research collaboration group ● Update resource inventory annually with survey on usage

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<p>Support research Outreach & Collaboration</p>	<ul style="list-style-type: none">• Increase Transdisciplinary research• Increase student engagement, internships, and employment• Promote research output and success• Enhance internal and external collaborations - e.g., NM Consortium, national laboratories, universities, and colleges• Recruit student researchers, particularly graduate students	<ul style="list-style-type: none">• Increase activity in consortia - at all levels• Enhance research communications• Develop (or enhance) student research symposium - (and develop & support) projects• Enhance the research lunch and learn series• Develop and share collaboration calendar• <i><Need a task on student recruitment></i>
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Strategic Theme: Energizing Community

Goals	Key Objectives	Potential Tasks
<p>Strengthening the Vibrant Socorro Community through shared experiences, partnerships, and opportunities.</p>	<ul style="list-style-type: none"> ● Support cooperative educational and life-long learning opportunities for all community members <hr/> ● Foster a collaborative effort among community leaders to enhance economic development and opportunities <hr/> ● Strengthen the community and the University by working together to build a more vibrant environment for everyone 	<ul style="list-style-type: none"> ● Expand capacity of STORM FORCE** to coordinate NMT-Socorro collaborations and partnerships (including leveraging existing programs to increase and measure impact) <hr/> ● Develop a unified communications platform where a combined calendar can be viewed and a subscription communications is available to the entire community ● Identify existing or create strategic group for shared marketing (eg. MRGEDA) & create shared branding <hr/> ● Expand and develop new community engagement programs and events to build on existing cooperation that emphasizes that the University is part of the Community and vice-versa ● Support the 100% Socorro initiative by creating sustainable support personnel/infrastructure for community-wide coordination of services for <u>Surviving and Thriving</u> (Food, Housing, medical/dental, Behavioral Health, Transportation and Early Childhood Education, Parent Support, Community Schools, Youth Mentoring, Job Training) for the general Socorro community, including NMT Students, Faculty and Staff ● Increase access to technology, skills to use technology, and infrastructure to everyone in the community <hr/> ● Support strategic initiatives and partnerships that address known challenges for our students, including Housing and Transportation.

<p>Cultivate a sense of belonging for students, faculty, and staff to build an inclusive and engaged community at Tech.</p>	<ul style="list-style-type: none"> ● Develop workplace culture that respects all employees <hr/> <ul style="list-style-type: none"> ● Develop an open and inclusive student culture <hr/> <ul style="list-style-type: none"> ● Create a tradition of belonging and service 	<ul style="list-style-type: none"> ● Create or enhance events that build the relationships between students, staff and faculty (such as mixers and special events), and encourage staff and faculty participation by recognizing these as job contributions ● Allow for staff voices to be heard by forming a staff council ● Create “Culture” workshops to share best practices for developing a strong work culture. <hr/> <ul style="list-style-type: none"> ● Create regular opportunities for students to engage with administration in a casual dialog ● Coordinate with “Empowering Student Success” and “Enriching & Engaged Learning” to leverage outreach activities in recruitment and student persistence (e.g. participant/volunteer for Science Olympiad, Combat Robots, etc) ● Encourage and broaden open engagement between isolated constituent groups (students, faculty/staff and administration) <hr/> <ul style="list-style-type: none"> ● Create and renew/refresh events that built Tech Spirit and pass on traditions such as 49ers, Spring Fling, FullMoon and Freshman Hikes, intramural sports, etc. ● Create opportunities and promote participation in community service projects so students, clubs, faculty and staff can cultivate a sense of belonging and engage with each other and the broader world
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** STORM FORCE is a community partnership whose mission is to inspire and empower Socorro County residents by promoting mentoring, skills in STEAM (science, technology, engineering, arts, and mathematics), and culture of lifelong learning.

Strategic Theme: Financial Resilience

Goals	Key Objectives	Potential Tasks
Increase Campus Financial Resources – Administrative Efforts	<ul style="list-style-type: none"> ● Increase the level of base state appropriation for the campus 	<ul style="list-style-type: none"> ● In Progress
	<ul style="list-style-type: none"> ● Fully realize those components of the comprehensive campaign that increase scholarship and faculty endowments and provide institutional support and building resources to campus 	<ul style="list-style-type: none"> ● In Progress
	<ul style="list-style-type: none"> ● Develop a comprehensive plan for Auxiliary Services to achieve financial self-sufficiency within five years 	<ul style="list-style-type: none"> ● In Progress
	<ul style="list-style-type: none"> ● When the campus funding level exceeds that required to cover the base operating expenses and mandatory reserves, use the additional available revenue to fund institutional strategic priorities and underfunded areas 	<ul style="list-style-type: none"> ● In Progress
Increase Campus Financial Resources – Academic Efforts	<ul style="list-style-type: none"> ● Through the enrollment management process, increase enrollment and related tuition revenues to the Fall 2016 level or above, adjusted for inflation 	<ul style="list-style-type: none"> ● In Progress
Increase Campus Financial Resources – Research Efforts	<ul style="list-style-type: none"> ● Continue to increase overhead recovery revenue by growing research grants and contracts 	<ul style="list-style-type: none"> ● In Progress
	<ul style="list-style-type: none"> ● Utilize entrepreneurial activities 	<ul style="list-style-type: none"> ● In Progress

VI. NMT 2027 Strategic Plan Timeline

Task	Date
Seek leadership and members for the various Steering (Goal) Committees	May 11, 2022
Meeting with EAB Consultants	May 2022
Operational Planning & Benchmarking	Summer 2022
Draft Review for President's Cabinet/Oversight Committee	June 13, 2022
Draft Document - Vision/Mission/Value & Goals → 2-4 Key objectives to Oversight Committee	July 17, 2022
Draft Presentation to President's Cabinet	August 16, 2022
BOR Retreat Review Draft Document	Aug 28-31, 2022
Campus Community Engagement	September-October 2022
Submission to Campus for Final Review and Feedback	November 2022
Board of Regents Plan Approval	December 15, 2022
Launch Plan and Implementation	January 2023
Bi-annual eBoard & Steering Committee Updates	TBD
Annual Reports to Board of Regents	TBD

VII. NMT 2027 Strategic Plan Committee Structure

A. Strategic Plan Oversight Committee

1. Stephen Wells, President
2. Cleve McDaniel, V.P. Administration & Finance
3. Mike Jackson, Interim V.P. Academic Affairs
4. David Greene, V.P. Student Life
5. Nelia Dunbar, Acting V.P. for Research
6. Peter Phaiah, Chair, Strategic Planning eBoard

B. Executive Board (eBoard)

1. Peter Phaiiah, A.V.P. for Student Life, Chair
2. Mike Jackson, A.V.P. for Academic Affairs
3. Jenny Ma, A.V.P. for Administration & Finance
4. Carlos Romero, A.V.P. for Research
5. Matt Gallegos, Research Rep.
6. Dan Lunceford, ITC Rep.
7. Michael Hargather, Faculty Senate Chair
8. Veronica Espinoza, BOR Student Rep.
9. Vanessa Grain, Ex-Officio

C. Steering Committees

Empowering Student Success

1. Mike Jackson, eBoard Liaison
2. Mike Hargather, eBoard Liaison
3. David Cox
4. Theresa Kappel
5. Taffeta Elliott
6. Andrei Zagrai
7. Shannon Runyon
8. Curtis O'Malley
9. Nadia Mabrouk
10. Valerie Thomas
11. Brian Borchers
12. Angela Guitier

Enriching Engaged Learning

1. Mike Jackson, eBoard Liaison
2. Mike Hargather, eBoard Liaison
3. Bill Stone
4. Ken Minschwaner
5. Othello Gamboa
6. Phil Miller
7. Dustin Southway
8. Sarah Stanley

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Diversity, Equity, and Inclusion (DEI) Driven Excellence

1. Peter Phaiah, eBoard Liaison
2. Jennifer Chapman, Chair
3. Allison Colvin
4. Yulia Mikhailova
5. Tina Zuniga
6. Jonnie Woody
7. Sativa Cruz

Amplifying Research

1. Carlos Romero, eBoard Liaison
2. Matt Gallegos, eBoard Liaison
3. Lorie Liebrock, Chair
4. Wenyang Gao, Asst. Professor, Chemistry
5. Pedram Roghanchi, Asst. Professor, Mineral Engineering
6. Michael Smith, Director, ICASA
7. Elijah Pelofske, Student Representative
8. Matt Heizler, Assoc. Dir. For Labs, Sr. Geochronologist, Bureau of Geology
9. Chelsey Hargather, Assoc. Professor, Materials & Metallurgical Engineering
10. Spencer Deatherage, NMT Alumnus
11. Andres Jorgensen, Assoc. Professor, Electrical Engineering
12. Sheila O'Sullivan, Chemistry Lab Assoc., Chemistry

Energizing Community

1. Dan Lunceford, eBoard Liaison
2. Mike Timmons, Co-Chair
3. Sharon Sessions, Co-Chair
4. Kathryn Bauer
5. Kirstin Keller (MRGEDA)
6. Brianne Watkins
7. Samantha Winter (SCOPE)
8. Jon Morrison (Rotary)
9. Koreen Kerfoot
10. Luke Martin
11. Ronna Kalish
12. Lena Chavez (City, to attend if Donald can't)
13. Donald Monette (City)
14. Joseph Grigg

Financial Strength

1. Shaojie “Jenny” Ma, eBoard Liaison
2. Vanessa Grain, eBoard Liaison
3. Chair, TBD
4. Nowka Gutierrez, Auxiliary and Student Life
5. Myrriah Tomar, OIC and Research Park
6. Haoying Wang, Faculty
7. Lisa Majkowski, Administration
8. Patricia Landavazo, Research
9. David Manzano, State Appropriation
10. Colleen Foster, Advancement and Foundation

VIII. [NMT Strategic Plan Website](https://www.nmt.edu/leadership/strategicplan.php)

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