

***Blueprint 2027: Charting New Mexico Tech's Trajectory for the Next Decade***  
**2017 NMT Leadership Council Retreat**  
**September 23 & 24, 2017**  
**Sevilleta National Wildlife Refuge Headquarters**

**Schedule and Agenda**  
**Co-Facilitators: Dr. Warren Ostergren and Mr. Joe Galon**

Saturday, September 23

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| 8:00 am – 8:30 am: | Coffee and Refreshments   |
| 8:30 am – 9:00 am  | <b>Welcome, Introduction &amp; Retreat Goals:</b> President Steve Wells |
| 9:00 am - 12:00 pm | <b>Part I. Vision and Growth Trajectory for NMT</b><br>Topics 1, 3 & 4  |
| 12:00 pm – 1:00 pm | Lunch   |
| 1:00 pm – 4:00 pm  | <b>Part II. Growth, Assessment &amp; Metrics</b><br>Topics 4 & 3        |
| 4:00 pm – 5:00 pm  | <b>Review &amp; Wrap Up of Parts I &amp; II</b>                         |
| 6:00 pm – 8:00 pm  | Social & Dinner, President's House, Socorro, NM                         |

Sunday, September 24

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| 8:00 am – 8:30 am:  | Coffee and Refreshments   |
| 8:30 am – 11:30 am  | <b>Part III. Expanding &amp; Diversifying New Funding Sources</b><br>Topics 4 & 5   |
| 11:30 am – 12:30 pm | <b>Working Lunch – Part IV. Establishing Goals, Tasks, Milestones &amp; Responsibilities for Blueprint 2027</b><br>Topics 7 & 6 |
| 12:30 pm – 2:00 pm  | <b>Part IV continued. Establishing Goals, Tasks, Milestones &amp; Responsibilities for Blueprint 2027</b><br>Topic 6            |
| 2:00 pm             | Thank You & Retreat Concludes: President Steve Wells  |

## Overarching Topics and Related Questions

### *Vision*

1. What is the collective vision for NMT in 2027? Visualize what you think NMT should look like by the end of the next decade. What will it take to achieve that vision, and what are the key obstacles in achieving this vision?

### *Driving Forces & Adaptation Strategies*

2. What are the driving forces (statewide, nationally, globally) shaping universities currently and how will they change over the next decade? How does NMT adapt to such forces to, maintaining its institutional values, ensuring student success, building a community of collaborations, etc. (*Strategic Priorities: Build Collaborations as a Community and Support Student Success*).

### *Assessment & Metrics*

3. How do we measure NMT's overall performance as a university, and what are NMT's primary metrics to measure our performance? Where does NMT stand *now* in terms of its key metrics, such as finances, enrollment levels, research funding, scholarly achievements, etc? How will our primary institutional metrics change over the next 10 years, or should they change?

### *Growth – Targets, Challenges & Strategies*

4. How much does NMT want to grow over the next decade (*Strategic Priorities: Ensure Intentional & Planned Growth; Build & Exploit Technology & Infrastructure; Strategic Priority: Cultivate Transdisciplinary Education & Research*)?
  - a. How does a changing and dynamic industry-related environment impact academic programs? What is the future of our current academic areas of emphasis and what new programs will be evolving?
  - b. How does grow undergraduate and graduate enrollment in a sustainable manner in such a changing and dynamic environment? What should our enrollment targets be for the next 5 and 10 years? Why?
  - c. How can NMT be more effective in retaining and graduating students? What are realistic targets for retention and graduation rates in 1, 5 and 10 years?
  - d. How will transdisciplinary education and research evolve over the next decade?
  - e. What are our growth strategies for research at NMT? How does it differ for various academic and research units, such as Chemistry in comparison to the PRRC?
  - f. Does NMT want to deliberately plan for growth the Carnegie Classification of Institutions of Higher Education, or should it be more organic? What are the implications for each trajectory? [see #1]
  - g. What infrastructure will be needed for growth in student population and research activity, redesigning NMT's Facilities Master Plan.

*Expanding & Diversifying our Funding Sources*

5. How should NMT prepare for fiscal fluctuations in State Funding? What are NMT's current efforts in expanding funding sources and opportunities and how will these change over the next 5-10 years (*Strategic Priority: Expand Funding Opportunities*)? What are suggested priorities for new sources of funding and how might they change over the next decade?

*Establishing Goals, Tasks, & Milestone for Blueprint 2027*

6. What are 5 primary overarching goals for Blueprint 2027? What are the tasks and milestone required, and how do they related to institutional performance metrics?
7. Additional Input

Key Retreat Materials in Preparation for 2017 Retreat:

- 2015-2020 Strategic Plan
- 2017 Review of Progress on the NMT Strategic Plan
- NMT Draft Performance Metrics Summary
- Draft 2017 NMT Research Strategic Plan
- Recommendations from 2017 AAAS Review Committee of NMT Intellectual Property Endeavors
- Recommendations from 2012 CCS Assessment Report and Development Plan (NMT Fundraising Efforts)