University Library
Action Steps
NMSU Strategic Directions

Mission Oriented Goals

1. Undergraduate Education

Goal—Enhance New Mexico State University’s undergraduate experience and maintain NMSU as the university of choice for New Mexico residents.

Objective 1: Maintain a general education core curriculum that broadens knowledge and fosters lifelong learning.

- Continue to participate in all general education discussions to ensure that a library component remains as part of the course requirements.

Objective 2: Continue to improve the quality of undergraduate programs.

- Work closely with university faculty to provide library instruction in a majority of classes.
- Interact closely with teaching faculty to develop library assignments that encourage students to use the full range of information resources.

Objective 3: Continue strengthening retention efforts to assist students with the transition to college life, career decision making, and progress toward degrees.

- Develop an information literacy component within English 111G to ensure that first year students learn the basics of research in all genres of library resources.

Objective 4: Integrate multi-cultural perspectives and broaden exposure to the international community in the undergraduate experience.

- Continue to collect in comprehensive fashion multi-cultural resources in all forms: primary, printed, and electronic.
- Work with faculty to develop resource support for their classes.

Objective 5: Ensure the integration of the most current information and technology into undergraduate programs to prepare students to compete in a rapidly changing world.

- Develop in conjunction with the English Department, a major information literacy component within English 111G.
• Work with Center for Learning Assistance to ensure a strong library instruction component within the freshman year experience.
• Continue to provide bibliographic instruction support for all levels of classes in all colleges.
• Continue to teach and constantly update LSC 311G—“Information Literacy.”

Objective 6: Continue to provide access to higher education through the branch colleges.

• Use integrated catalog and document delivery to ensure branch access to main campus resources.

2. Graduate Education and Research

Goal—Continue NMSU’s high-quality graduate and research programs.

Objective 1: Ensure that each graduate degree program is academically strong

• Work with deans, department heads, and graduate faculty to develop strong resources and services to support graduate programs.

Objective 2: Continue NMSU’s contribution to knowledge in scholarly fields, consistent with that of a competitive Carnegie Research I University, and to the application of knowledge, consistent with our land-grant mission.

• Collect and develop resources and services to support high quality research.
• Participate in the University Research Council to learn what the research community needs and then develop effective responses.

Objective 3: Expand educational and research partnerships with business and industry, communities, and private and public agencies.

• Continue to participate in the Alliance for Science and Technology Information to build stronger ties with the libraries of the federal laboratories and research universities to ensure high quality, current information to the research community.
• Begin an active discussion with the University of New Mexico Science Library to develop a cooperative collection development plan to make more science and technology resources available to New Mexico.
• Begin similar discussions with UNM’s general library and with the University of Texas at El Paso to develop stronger resources supported by rapid document delivery.

3. Extension Education, other Outreach Activities, and Service

Goal—Expand the capacity and delivery of extension education, other outreach programs, and service in keeping with New Mexico State University’s land-grant mission.
Objective 1: Strengthen the linkages by which the knowledge gained through NMSU’s instructional and research programs is applied to New Mexico’s economic and social needs and assists in the development of economic opportunities to strengthen and diversify New Mexico’s economic base.

- Support campus research institutes through a dialogue to support their information needs.
- Offer services to state and federal government agencies through resources support and document delivery.

Objective 2: Encourage development and expansion of outreach programs by colleges and other units throughout NMSU.

- Provide support and direction to outreach libraries to interact with the greater community to make them aware of our resources and support services.
- Continue to work with branch campus libraries to deliver information rapidly.

Objective 3: Extend needed educational programs to distant learners by expanding NMSU’s capacity to provide high-quality curricula and courses at remote sites and at branch campuses.

- Continue to participate in ITAL programs.
- Continue to participate in all distance education programs.
- Begin active collaboration with New Mexico State Library to deliver information in support of distance education to local public library.

Mission-Supporting Goals

1. Personnel

Goal—Attract, develop, reward, and retain a high-quality faculty and staff.

Objective 1: Provide competitive salaries

- Conduct survey of comparable institutions to learn if library salaries are competitive—propose adjustments if necessary.

Objective 2: Increase incentives and equitable opportunities for internal professional development, training, and advancement.

- Conduct library staff survey in training and professional development needs.
- Develop training plan.
- Continue to support travel to workshops and conferences.
Objective 3: Provide faculty, staff, and administrators with the support and resources necessary to carry out their responsibilities.

- Continue to provide financial support to professional and personal development.
- Work to ensure that all university faculty and staff have access to the information and knowledge resources they need.
- Conduct regular surveys and focus group interviews to determine whether those needs are being met.

Objective 4: Support policies and practices to recruit and retain a diverse, high-quality university community.

- Continue to work with deans and department heads in the search process by offering collection development support for new faculty.

Objective 5: Involve faculty and staff in decision making through processes that enhance participation, consultation, and communication.

- Continue monthly staff meetings.
- Continue regular department/dean meetings.
- Continue bi-weekly Management Committee meetings.
- Use these forums to collect information, communicate with Library and University and solicit proposals.

2. Focus on Diversity

Goal—Provide opportunities for faculty and staff to enhance their knowledge and skills in working with an increasingly diverse university community.

Objective 1: Provide opportunities for faculty and staff to enhance their awareness and understanding of the needs of a diverse student body and ability to encourage and assist all students toward success.

- Beginning fall, 2000, conduct a series of focus groups with NMSU students to understand their backgrounds and their needs.
- Develop and begin an information literacy program for first year students.

Goal—Increase the diversity of NMSU’s faculty and staff with the goal of having NMSU’s employee profile represent the appropriate market pool in terms of race/ethnicity, gender, and people with disabilities.

Objective 1: Encourage and provide support to departments and units to diversify their faculty and staff.

- By fall, 2000, develop a plan to increase recruitment of minority faculty.
• Work with V.P. for Administration to enlist commission on Higher Education’s support for financial support of higher degrees in minority employees.

**Goal**—Encourage the enrollment at NMSU of a diverse student body, in terms of race/ethnicity, gender, and students with disabilities, at both the undergraduate and graduate levels.

**Objective 1:** Continue recruitment efforts among potential students so that NMSU’s undergraduate student body reflects the demographics of New Mexico’s high school graduates.

• Provide literature about information resources and library services to attract new students.

**Objective 2:** Enhance recruitment efforts at the graduate level so that NMSU’s graduate student profile reflects the diversity of NMSU’s baccalaureate graduates.

• Develop brochures to include information about library resources and services for prospective graduate students.

3. Information and Student Resources

**Goal**—Maintain and expand the critical information resources and student services of the university.

**Objective 1:** Ensure up-to-date scholarly information and library services consistent with a Carnegie Research I University, to enhance education, research, and service.

• Continue to articulate financial needs to develop a Carnegie I Research Library.
• Use consortia relationship with federal laboratory libraries to identify and adopt new technologies and resources.

**Objective 2:** Ensure access to high-quality electronic systems, networks, and technical support staff, sufficient to meet the needs of students, faculty, and staff throughout the university.

• Complete migration to Endeavor system.
• Provide orientation and training.
• Begin strategic planning exercise for collection development in order to devote more support for electronic journals and web-based resources.

**Objective 3:** Provide student support services that meet student needs and improve student satisfaction and performance.

• Continue to provide library instruction to ensure student knowledge of library resources.
• Use focus group interviews in fall, 2000, to learn student needs.
• Develop Responses.
**Objective 4:** Provide a wide range of opportunities for productive student involvement in activities, informal interaction with faculty and staff, and part-time employment.

- Continue strong library programs of instruction, student services, and student employment.

4. **Facilities**

**Goal**—Plan, develop, manage, and maintain the physical infrastructure of the university.

**Objective 2:** Optimize utilization of existing university space for instructional, research, and support needs.

- Build a second electronic classroom in Branson Library and begin to make both classrooms available for university use.
- Continue to develop plans and coordinate with VP for Administration to build a third electronic classroom in Branson Library.
- Begin discussions to build a fourth electronic classroom in New Library.

5. **Financial Resources**

**Goal**—Utilize financial resources effectively and efficiently.

**Objective 1:** Implement effective budgeting systems that support NMSU’s mission and programs and align allocations with strategic directions and priorities.

- Continue close monitoring of library financial resources and begin to reallocate based on focus group interview developments.

**Objective 4:** Target additional sources of funding for diversification of NMSU’s revenue base to support the achievement of the university’s mission and strategic directions.

- Set up Zuhl Library and continue to interact with Herbert and Joan Zuhl.
- Develop a larger number of grant proposals that are tied to the university’s overall mission.

6. **University Relations**

**Goal**—Strengthen understanding of NMSU so that the public makes full use of the university’s expertise and resources.

**Objective 1:** Strengthen public understanding about NMSU.

- Provide information to the public about Branson and Zuhl libraries.
**Objective 2:** Build relationships with key constituency groups so that they make full use of NMSU’s programs and services.

- Strengthen NMSU’s relationship with the federal laboratory libraries through active involvement in the Alliance for Science and Technology Information.
- Begin to explore the information needs of New Mexico State agencies and develop proper response.

**Objective 4:** Increase engagement of the external community in the life of the campus through special events and programs.

- Continue and strengthen Rio Grande Historical Collections programs and meetings.
- Continue Special Collections forums.
TO: NMSU Community
FROM: William B. Conroy, President
SUBJECT: Strategic Directions

The following draft of New Mexico State University's Strategic Directions was approved by our Board of Regents on July 30, 1999. This represents the completion of stage 1 in the process, and will be followed by a request to all colleges and other administrative areas to develop specific unit plans consistent with the framework provided by this document.

New Mexico State University Strategic Directions

New Mexico State University is the only land-grant university that is classified as a Carnegie Research I University, U.S. Department of Education-designated Minority Institution, Hispanic Serving Institution, and NASA Space Grant University. To respond to a changing world and the changing needs of its students and New Mexico's citizens, NMSU must continually review and update its practices, programs, and services. These strategic directions are intended to encourage the continuation and expansion of the excellence already achieved by NMSU and to build on nationally recognized institutional strengths.

MISSION

New Mexico State University is the state’s land-grant university, serving the educational needs of New Mexico's diverse population through comprehensive programs of education, research, extension education, and public service.

VISION
New Mexico State University will meet the changing needs of New Mexicans through high-quality, affordable education and through the creation and sharing of knowledge in the true spirit of a land-grant university.

**Principles**

*New Mexico State University is guided by the principles of openness, integrity, and responsibility.*

New Mexico State University values:

- **Excellence** in teaching, research, and service to meet the needs of our students and the people of New Mexico
- **Creativity** in humanistic endeavor, scientific activity, and artistic expression
- **Respect** for all people and an appreciation of diversity in our academic enterprise
- **Intellectual stimulation** in all aspects of campus life
- Friendly, attractive, **student-centered campuses**
- **Civic responsibility**, expressed as public involvement, individual responsibility, personal integrity, and commitment to service
- **Forward-looking leadership**, respecting tradition, mobilizing action, facilitating collaboration, and solving problems
- **Equal access** to our classes, programs, and services for all people
- **Accountability and assessment** at all levels of the university

**NMSU: New Mexico's Land-Grant Institution**

Land-grant institutions were established as a result of the Morrill Act of 1862, which granted public land to the states with proceeds from the sale of the land to be used

... to the endowment, support, and maintenance of at least one college where the leading object shall be, without excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and the mechanic arts, in such manner as the legislatures of the States may respectively prescribe, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life.
Established as an outgrowth of Las Cruces College, which was founded in 1888, New Mexico College of Agriculture and Mechanic Arts, now New Mexico State University, opened in 1890 as New Mexico's land-grant college. NMSU now carries out its land-grant mission at its main campus, four branch community colleges, twelve off-campus agricultural science centers throughout the state, and in Cooperative Extension Service offices located in every New Mexico county.

The unique elements of the original land-grant concept included providing access to a practical and liberal education for people of average means, conducting applied as well as fundamental research, and serving the people of the state through the delivery of knowledge relevant to the solution of society's problems. Land-grant universities continue to emphasize the acquisition of fundamental knowledge and its application to the solution of real-life problems, as well as the extension of the campus throughout the state to bring, on a timely basis, the latest research results to the people who need it to solve their problems and to improve their lives.

EXTERNAL TRENDS AFFECTING NEW MEXICO STATE UNIVERSITY

Student Population

NMSU’s primary student base consists of New Mexicans. State demographic and economic trends suggest that NMSU’s student population will be increasingly diverse in terms of age, race, ethnicity, and socioeconomic status. Access to and affordability of higher education are critical issues in increasing educational opportunity and educational attainment in New Mexico.

Globalization

The people of New Mexico live in an increasingly global environment and NMSU must have an international outlook in its teaching, research, and service programs to prepare its students and other clientele to live and work in this changing environment.

Accountability and Assessment

An increasing focus on relevance, accountability, and oversight throughout public service results in higher expectations for university reporting and responsiveness to citizens' needs.

Scholarly Information and Technology

The rapid growth in knowledge and the pace of technological change, particularly in information and communications technology, demand increasing electronic access to information and the integration of technology development and applications throughout the university’s programs and activities.
Partnerships throughout New Mexico

Our changing economy and increasingly high-tech world require flexible and adaptable workers. A developing New Mexico offers opportunities for joint programming, internships, cooperative projects; applications of the university's knowledge and expertise; working with communities to find solutions to their problems; and developing resources to partner with schools, corporations, and other community, service, and learning agencies.

Economic Outlook

The university budget is unlikely to increase substantially over the next few years. The condition of New Mexico's economy, a small tax base, increasing competition from other sectors for a share of the state budget, public resistance to tax increases, real limits on students' ability to absorb tuition increases, and reductions in federal research expenditures all point toward limited inflation-adjusted increases in NMSU's traditional sources of funding.

MISSION-ORIENTED GOALS

1. UNDERGRADUATE EDUCATION

Educating students is the cornerstone upon which NMSU is built.

GOAL—Enhance New Mexico State University's undergraduate experience and maintain NMSU as the university of choice for New Mexico residents.

Objective 1. Maintain a general education core curriculum that broadens knowledge and fosters lifelong learning

Objective 2. Continue to improve the quality of undergraduate programs

Objective 3. Continue strengthening retention efforts to assist students with the transition to college life, career decision making, and progress toward degrees

Objective 4. Integrate multicultural perspectives and broaden exposure to the international community in the undergraduate experience

Objective 5. Ensure the integration of the most current information and technology into undergraduate programs to prepare students to compete in a rapidly changing world

Objective 6. Continue to provide access to higher education through the branch colleges

2. GRADUATE EDUCATION AND RESEARCH
Scholarship encompasses creative activities in the arts and the sciences, in learning and research, and in communication and teaching. Research activities encourage scholarship, enhance undergraduate teaching, and contribute to the intellectual life of the university at all levels. Research also is essential for effective graduate training.

**GOAL—Continue NMSU's high-quality graduate and research programs.**

**Objective 1.** Ensure that each graduate degree program is academically strong.

**Objective 2.** Continue NMSU's contribution to knowledge in scholarly fields, consistent with that of a competitive Carnegie Research I University, and to the application of knowledge, consistent with our land-grant mission.

**Objective 3.** Expand educational and research partnerships with business and industry, communities, and private and public agencies.

### 3. EXTENSION EDUCATION, OTHER OUTREACH ACTIVITIES, AND SERVICE

Public institutions, and land-grant universities in particular, have commitments to deliver the latest information and research findings to the people who need them to solve their problems and improve their lives.

**GOAL—Expand the capacity and delivery of extension education, other outreach programs, and service in keeping with New Mexico State University's land-grant mission.**

**Objective 1.** Strengthen the linkages by which the knowledge gained through NMSU's instructional and research programs is applied to New Mexico's economic and social needs and assists in the development of economic opportunities to strengthen and diversify New Mexico's economic base.

**Objective 2.** Encourage development and expansion of outreach programs by colleges and other units throughout NMSU.

**Objective 3.** Extend needed educational programs to distant learners by expanding NMSU's capacity to provide high-quality curricula and courses at remote sites and at branch campuses.

### MISSION-SUPPORTING GOALS

Instruction, research, extension education, other outreach programs, and service require trained personnel, funds, facilities, and an institutional infrastructure to flourish. Continued success as a land-grant university will require continued investment in these areas and a rigorous management of existing resources that acknowledges the intense competition for state and federal dollars.

1. **PERSONNEL**
People are the most important asset of New Mexico State University.

**GOAL—Attract, develop, reward, and retain a high-quality faculty and staff.**

**Objective 1.** Provide competitive salaries

**Objective 2.** Increase incentives and equitable opportunities for internal professional development, training, and advancement

**Objective 3.** Provide faculty, staff, and administrators with the support and resources necessary to carry out their responsibilities

**Objective 4.** Support policies and practices to recruit and retain a diverse, high-quality university community

**Objective 5.** Involve faculty and staff in decision making through processes that enhance participation, consultation, and communication

2. **FOCUS ON DIVERSITY**

NMSU stands out among Carnegie Research 1 universities for its ability to recruit and retain a diverse student body. Continued efforts are needed to maintain this success story and to increase diversity among faculty, staff, and administrators.

**GOAL—Provide opportunities for faculty and staff to enhance their knowledge and skills in working with an increasingly diverse university community.**

**Objective.** Provide opportunities for faculty and staff to enhance their awareness and understanding of the needs of a diverse student body and ability to encourage and assist all students toward success

**GOAL—Increase the diversity of NMSU's faculty and staff with the goal of having NMSU's employee profile represent the appropriate market pool in terms of race/ethnicity, gender, and people with disabilities.**

**Objective.** Encourage and provide support to departments and units to diversify their faculty and staff

**GOAL—Encourage the enrollment at NMSU of a diverse student body, in terms of race/ethnicity, gender, and students with disabilities, at both the undergraduate and graduate levels.**

**Objective 1.** Continue recruitment efforts among potential students so that NMSU's undergraduate student body reflects the demographics of New Mexico's high school graduates

**Objective 2.** Enhance recruitment efforts at the graduate level so that NMSU's graduate student profile reflects the diversity of NMSU's baccalaureate graduates

3. **INFORMATION AND STUDENT RESOURCES**

The learning, research, and creative efforts of students and faculty in all disciplines must be supported,
and their divergent needs addressed. A research library and modern infrastructure for generating, storing, and transmitting knowledge require significant investment. Student services are important for enhancing students' on-campus experience, their opportunities for growth, and their chances for success.

**GOAL—Maintain and expand the critical information resources and student services of the university.**

**Objective 1.** Ensure up-to-date scholarly information and library services consistent with a Carnegie Research I University, to enhance education, research, and service

**Objective 2.** Ensure access to high-quality electronic systems, networks, and technical support staff, sufficient to meet the needs of students, faculty, and staff throughout the university

**Objective 3.** Provide student support services that meet student needs and improve student satisfaction and performance

**Objective 4.** Provide a wide range of opportunities for productive student involvement in activities, informal interaction with faculty and staff, and part-time employment

**4. FACILITIES**

Attractive, well-maintained buildings and grounds are essential for effective programs and a sense of community throughout the university.

**GOAL—Plan, develop, manage, and maintain the physical infrastructure of the university.**

**Objective 1.** Develop the NMSU main and branch campuses in support of NMSU’s mission, programs, and directions

**Objective 2.** Optimize utilization of existing university space for instructional, research, and support needs

**Objective 3.** Maintain existing facilities, grounds, and systems (academic, residential, general/special use, and support) to ensure functional working conditions and an attractive appearance at NMSU facilities statewide

**Objective 4.** Renew, renovate, and remodel existing facilities, grounds, and systems (academic, residential, and support) to ensure safe, accessible, functional facilities incorporating current standards and technology

**5. FINANCIAL RESOURCES**

Adequate funding is fundamental for NMSU’s continued excellence as the university moves into the 21st century. The practical limitations on new revenues mandate increased accountability in the use of existing resources, if the university's vision and performance goals are to be met.

**GOAL—Utilize financial resources effectively and efficiently.**
Objective 1. Implement effective budgeting systems that support NMSU’s mission and programs and align allocations with strategic directions and priorities

Objective 2. Support continuation of flexible and stable state funding mechanisms in an era of constrained resources

Objective 3. Continue NMSU’s land-grant philosophy of affordable education for the people of New Mexico by maintaining reasonable tuition rates and other fee levels

Objective 4. Target additional sources of funding for diversification of NMSU’s revenue base to support the achievement of the university’s mission and strategic directions

Objective 5. Expand information and accountability systems that address both costs and benefits in support of program planning, assessment, and review at all levels of the university

Objective 6. Support the administration of sponsored funds at the lowest operational level consistent with the purpose of the funds

6. UNIVERSITY RELATIONS

To grow and prosper, New Mexico State University must communicate its performance and contributions to the people of New Mexico. Citizens must be informed about the broad spectrum of activities supported by NMSU. Strengthening ties with citizens, alumni, legislators, government agencies, and business and industry leaders, and keeping them informed of NMSU’s activities and contributions, will enable the people of New Mexico both to make better use of NMSU’s expertise and to advise the university of their needs.

GOAL—Strengthen understanding of NMSU so that the public makes full use of the university’s expertise and resources.

Objective 1. Strengthen public understanding about NMSU

Objective 2. Build relationships with key constituency groups so that they make full use of NMSU’s programs and services

Objective 3. Encourage NMSU faculty, staff, students, parents, and alumni to become ambassadors for the university

Objective 4. Increase engagement of the external community in the life of the campus through special events and programs

Objective 5. Maintain men’s and women’s intercollegiate athletic programs and other extracurricular activities that project integrity and encourage academic success