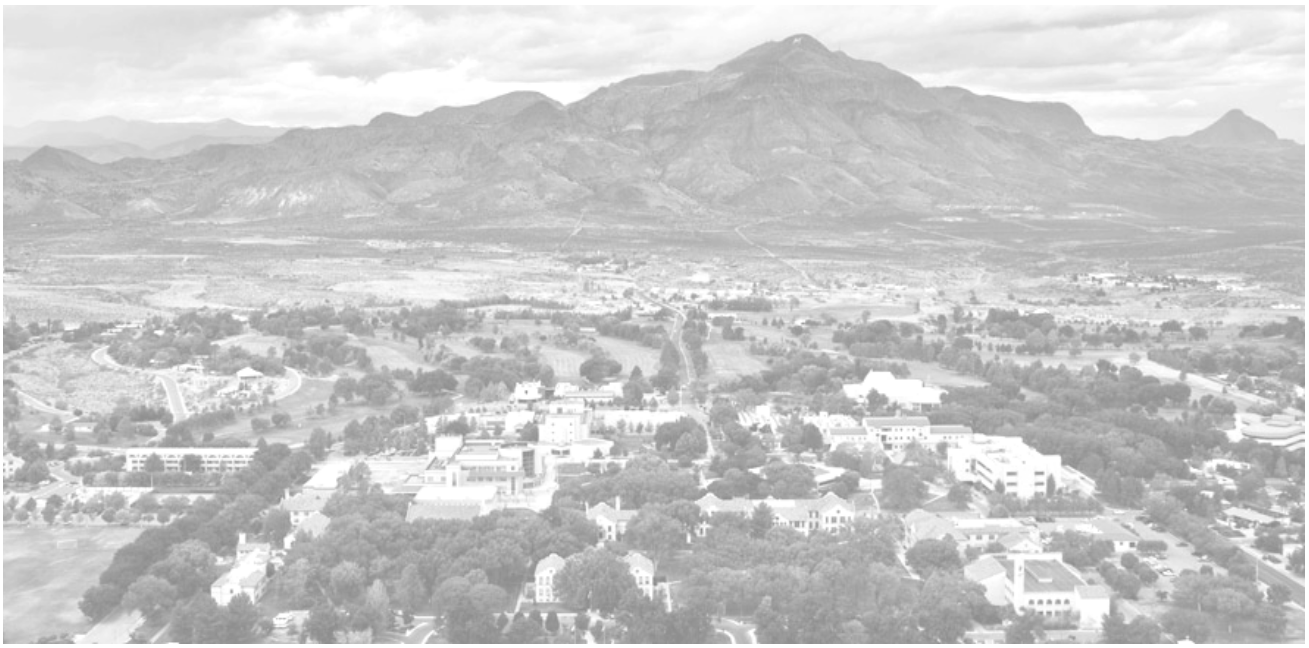
NEW MEXICO TECH

SCIENCE • ENGINEERING • RESEARCH UNIVERSITY

2027 Five-year Strategic Plan

Approved by the NMT Board of Regents 12/15/2022



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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 the continued growth and development of the University. Based on committee discussion and input from the NMT Campus Community Listening Tour (six sessions, Spring 2022), 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. A draft document was developed and vetted with the campus and local community to obtain constituent feedback for this final plan.

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

(Provided with the permission of EAB.com)

III. 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 STE^{2}M University.

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 STE^2M education while nurturing students to succeed at NMT and beyond.

- **Enriching Engaged Learning:** Enhance undergraduate and graduate STE^2M 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 STE^2M 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.

IV. 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 gaps, 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. To Be Developed in the Implementation Phase of the Plan.
Accountability	To Be Developed in the Implementation Phase of the Plan.
Timeline	To Be Developed in the Implementation Phase of the Plan.

* 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
1. Improve our undergraduate students' transition to NMT that facilitates their success.	1.1. Increase first-to-third semester retention of first-time, full-time, first-year students.	1.1.a. Identify, implement, and assess interventions that positively impact student retention. 1.1.b. Identify, implement, and sustain events that positively impact students' sense of belonging. 1.1.c. Finalize targets and goals for retention, persistence, and graduation rates.
2. Improve our graduate students' transition to NMT that facilitates their success.	2.1. Improve support of and opportunities for graduate students.	2.1.a. Enhance the quality (e.g., pay rate, health insurance) of graduate student contracts. 2.1.b. Expand research opportunities for graduate students through increased grants and contracts. 2.1.c. Develop a fund to ensure highly-qualified students can be offered support early in the recruitment process. 2.1.d. Enhance professional development and professional activities for graduate students to prepare them for careers post-graduation.
3. Improve our students' success at NMT that results in an increase in the number of degrees awarded.	3.1. Expand undergraduate and graduate student persistence efforts.	3.1.a. Identify and promote student resources that positively impact student persistence (or obstacles that hinder their progress). 3.1.b. Identify and support events that positively impact student sense of belonging. 3.1.c. Identify and implement ways to assist faculty help students succeed.
	3.2. Overhaul financial support for both in-state and out-of-state students.	3.2.a. Promote state scholarships while seeking out additional financial assistance from donors and state/federal agencies. 3.2.b. Increase internal and external support for doctoral students.
	3.3 Expand undergraduate recruitment efforts.	3.3.a. Expand and evaluate targeted recruiting activities in select markets in New Mexico and surrounding states. 3.3.b. Increase overall marketing and recruitment efforts of undergraduate programs, especially for Hispanic and Native American populations, women, and other individuals from groups that have been traditionally marginalized. 3.3.c. Develop and sustain targeted recruiting efforts for programs with capacity. 3.3.d Develop, implement, and assess targeted recruiting of students from transfer institutions.

	3.4. Expand graduate recruitment efforts.	3.4.a. Expand and evaluate targeted recruiting activities in select US and international markets. 3.4.b. Enhance and increase online marketing of professional and distance education master's programs. 3.4.c. Develop and sustain targeted recruiting efforts for programs with capacity. 3.4.d. Increase overall marketing and recruitment efforts of graduate programs, especially for Hispanic and Native American populations, women, and other individuals from groups that have been traditionally marginalized.

Resources

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

Strategic Theme: Enriching Engaged Learning

Goals	Key Objectives	Potential Tasks
1. Ensure all degree programs incorporate modern and engaging academic experiences.	1.1. Enhance the use of inquiry-based and active-learning instructional techniques.	1.1.a. Identify professional development programs that have been offered in prior years and inquire what programs would be of interest to members of the university community. 1.1.b. Offer professional development to Faculty, Staff, and Teaching Assistants.
	1.2 Sustain and target expansion of research experiences throughout the curriculum.	1.2.a. Identify and sustain research experiences that are regularly offered within and in support of the curriculum. 1.2.b. Identify and support initiatives that expand opportunities and create new experiences. 1.2.c. Develop a funding model, and secure funding, to sustain the above experiences and opportunities. 1.2.d. Encourage innovative and effective practices to be disseminated across campus, including mentoring of research students.
	1.3 Enhance access to modern technology and instrumentation throughout students' educational experiences.	1.3.a. Identify and evaluate areas that meet, or do not meet, baseline technology for use and engagement with academic degree programs. 1.3.b. Develop a funding model, and secure funding, to remedy deficiencies, maintain and/or enhance technology access in classrooms and laboratories.

2. Enhance students' education through engaging co-curricular experiences and professional opportunities	2.1. Offer co-curricular opportunities for students to engage in and reinforce their sense of belonging and purpose.	2.1.a. Promote and encourage student participation in professional society activities. 2.1.b. Provide opportunities with training and incentives for students to serve as peer mentors and tutors. 2.1.c. Promote participation in credit-bearing internships and co-curricular experiences. 2.1.d. Encourage student organizations to engage the community by offering and participating in STEM activities and recognize their efforts. 2.1.e. Collaborate with student clubs to participate in campus activities to enhance student engagement.
	2.2. Engage students in professional development opportunities that include leadership training.	2.2.a. Expand, promote, and evaluate career development workshops for all students. 2.2.b. Provide professional development opportunities and assess their effectiveness for student leaders, including peer mentors and tutors.
3. Enhance students' education through engaging transdisciplinary opportunities.	3.1. Expand discussion of transdisciplinary research ideas, opportunities, and collaborations across campus throughout the academic year.	3.1.a. Explore the feasibility and potential implementation of a common campus-wide meeting time model. 3.1.b. Centralize information on seminars, research, and enrichment opportunities for departments and offices to access.
	3.2. Revitalize the first-year experience.	3.2.a. Facilitate curricular conversations regarding first-year courses and experiences. 3.2.b. Engage in curricular changes that are agreed upon and are financially viable.
	3.3. Increase coordination and communication of specialty programs and opportunities.	3.3.a. Enhance communication about and coordination between specialty programs. 3.3.b. Promote and support specialty programs, such as REU and Summer STEM programs, that exist and forthcoming opportunities for either the expansion of existing or creation of new programs. 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	Potential Tasks
1. Advance institutional excellence through a university-wide commitment to diversity, equity, inclusion, belonging, and justice and by fostering a culture of appreciation and respect.	1.1 Implement equity-centered practices to promote community building and a positive campus climate.	1.1.a. Create and implement a biannual campus climate survey 1.1.b. Incorporate gender pronoun preferences where available 1.1.c. Establish and promote a DEI calendar to celebrate and promote cultural diversity and campus belonging 1.1.d. Develop and incorporate a university Land Acknowledgement 1.1.e. Proactively assess institutional symbols, practices, and other artifacts as they relate to DEI principles 1.1.f. Implement intentional peer-support, eCPR, and mental health training. 1.1.g. Utilize ADA compliance regulations for ongoing assessment of campus accessibility and appropriate remediation
	1.2. Work in innovative ways to inspire change, promote dialogue, and advocate for diversity, equity, inclusion, belonging, and justice within and across units.	1.2.a. Define, publish, and promote NMT's definitions of and commitment to diversity, equity, inclusion, belonging, and justice on the website and throughout campus 1.2.b. Develop a diversity, equity, inclusion, belonging, and justice training curriculum geared towards all members of campus community 1.2.c. 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 1.2.d. Leverage institutional resources to create a DEI center and associated affinity spaces to support community building. 1.2.e. Increase awareness of the Chief Diversity Officer role and how this role serves NMT's commitment to DEI Driven Excellence
2. Build and sustain the infrastructure needed to enhance diversity, equity,	2.1. Improve campus-wide Bias Incident reporting processes and supportive measures for students, faculty, and staff.	2.1.a. Leverage the DEI Council to develop, implement, and evaluate a transparent institutional reporting tool 2.1.b. Utilize the DEI Council to establish response procedures, supportive measures, and relevant trainings for tool use

inclusion, belonging, and justice at all levels of the University.	2.2. Incorporate DEI principles and practices into financial and operational decision-making processes	2.2.a. Enhance coordination between departments and units to proactively recruit and retain faculty and staff from diverse backgrounds 2.2.b. 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 2.2.c. 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
1. Increase engagement in research	1.1. Initiate a Research Council to work with VPR on strategic directions and initiatives	1.1.a. The Research Council will have representation for and communicate with all research stakeholder groups 1.1.b. Regular meetings of the Research Council (including Deans) to address research growth and engagement, as well as minimizing the hurdles for research (including effective HPC support) 1.1.c. Publish an annual State of Research report through Research Council to share broadly 1.1.d. The Research Council, VPR, and VPAF develop, implement, and communicate approaches to leverage F&A effectively to support Amplifying Research
	1.2. Cultivate faculty, staff, post doc, and student involvement in research	1.2.a. Develop incentives for research performance (individual, transdisciplinary, and collaborative; update and use merit pay / teaching load based on research productivity) 1.2.b. Broaden incentives to enhance staff research 1.2.c. Provide training for graduate students and postdocs in writing research proposals, e.g., NSF Graduate Research Fellowship Program

	1.3. Grow collaborations focused on research output through funded research and scholarship	1.3.a. Enhance and operationalize strategies to match researchers with suitable funding opportunities 1.3.b. Bring research teams together around new and existing opportunity areas to facilitate collaboration
	1.4. Expand institutional resources to increase the competitiveness of proposals	1.4a. Increase support for proposal development and submission activities (including proposal review support) 1.4.b. Identify, acquire and roll out tools/applications to enhance and streamline proposal development, routing and award management (electronic research administration)
2. Encourage investment in research administration and infrastructure	2.1. Remove internal barriers to research and increase research support for grant lifecycle	2.1.a. Develop approaches/infrastructure for campus stakeholders to articulate administrative barriers and identify pathways for resolution, e.g., providing administrative supports for "Research Experience for Undergraduate" (REU) programs 2.1.b. Increase administrative support for the research lifecycle, from proposal and budget development to final reporting 2.1.c. Address graduate student support including health insurance, tuition remission, and competitive pay rates to recruit and retain graduate students
	2.2 Inventory, operate, maintain, and disseminate resources such as human capital, devices, instruments, laboratories, etc.	2.2.a. Update resource inventory annually with survey on usage; provide assistance to operate and maintain major equipment
	2.3 Engage all researchers with available infrastructure	2.3.a. Provide seed funding for pivoting / reengaging in research, travel to meet with program managers, site visits, etc. 2.3.b. Foster retention strategies to maintain key NMT research personnel and their level of satisfaction 2.3.c. Reinvigorate the research collaboration group

	2.4 Improve collaborative research management	2.4.a. Establish a management academy for research administrators/managers to increase research capacity 2.4.b. Develop a research administrator network to support researchers to ensure alignment with institutional policy and the mitigation of non-compliance risk through the following best practices 2.4.c. Develop and support institutional data management, security, and warehousing
3. Support research Outreach & Collaboration	3.1. Increase Transdisciplinary research	3.1.a. Research Council will assist in the prioritization of research investments (infrastructure, wish list, F&A, cost share, mini-grant seed funding proposal selection), disseminate and coordinate opportunities (EPSCoR, MSI, MRI, etc.) and promote transparency 3.1.b. Grow the research lunch and learn series
	3.2. Increase student engagement, internships, and employment	3.2.a. Increase number of REU programs and provide support for those programs to recruit students 3.2.b. Engage graduate students in administrative process and outreach 3.2.c. Develop (or enhance) student research symposium - (and develop & support) projects
	3.3. Promote research output and success	3.3.a. Develop and share collaboration calendar 3.3.b. Enhance research communications to all stakeholders 3.3.c. Update research information provided on the NMT website and enhance accessibility
	3.4. Enhance internal and external collaborations	3.4.a. Increase activity in consortia - at all levels (e.g., NM Consortium, national laboratories, universities, and colleges)
	3.5. Recruit student researchers, particularly graduate students	3.5.a. Provide resources to bring graduate student candidates to campus during recruiting phase
	3.6. Enhance research ethics and compliance	3.6.a. Provide training for research ethics and compliance in collaboration with Faculty Development Committee

Strategic Theme: Energizing Community

Goals	Key Objectives	Potential Tasks
1. Strengthening the Vibrant Socorro Community through shared experiences, partnerships, and opportunities	1.1. Support cooperative educational and life-long learning opportunities for all community members	1.1.a. Expand capacity of STORM FORCE to coordinate NMT-Socorro collaborations and partnerships (including leveraging existing programs to increase and measure impact) 1.1.b. Promote Socorro High School's designation as Early College High School by expanding opportunities for certificates, associate degrees, and two years toward four-year degrees
	1.2. Foster a collaborative effort among community leaders to enhance economic development and opportunities	1.2.a. Develop a unified communications platform where a combined calendar can be viewed and a subscription communications is available to the entire community 1.2.b. Identify existing or create strategic group for shared marketing, such as MRGEDA, and create shared branding
	1.3 Strengthen the community and the University by working together to build a more vibrant environment for everyone	1.3.a. 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 1.3.b. Support the 100% Socorro initiative by creating sustainable support personnel/infrastructure for community-wide coordination of services for Surviving and Thriving (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 1.3.c. Increase access to technology, skills to use technology, and infrastructure to everyone in the community
	1.4 Utilizing athletics and other competitive activities to create opportunities for community-wide engagement and	1.4.a. Investigate the impact of a formal NMT Athletics Department on community engagement, NMT recruitment and sense of belonging 1.4.b. Pursue shared activities, promotions, and branding between NMT Miners and Socorro Consolidated Schools mascots

	sense of shared community	
2. Cultivate a sense of belonging for students, faculty, and staff to build an inclusive and engaged community at Tech	2.1. Develop workplace culture that respects all employees	2.1.a. 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 2.1.b. Allow for staff voices to be heard by forming a staff council 2.1.c. Create "Culture" workshops to share best practices for developing a strong work culture
	2.2. Develop an open and inclusive student culture	2.2.a. Create regular opportunities for students to engage with administration in a casual dialog 2.2.b. Coordinate with "Empowering Student Success" and "Enriching & Engaged Learning" to leverage outreach activities in recruitment and student persistence 2.2.c. Encourage and broaden open engagement between isolated constituent groups (students, faculty/staff and administration)
	2.3. Create a tradition of belonging and service	2.3.a. 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. 2.3.b. 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
	2.4. Work towards sustainable campus ecosystems, biodiversity, and sustainability through planning, education, and infrastructure	2.4.a. Generate a Strategic Ecosystem and Sustainability Plan that supports biodiversity on NMT campus for faculty, students, staff, and community 2.4.b. Designate a Biodiversity, Sustainability, and Beautification Committee to make recommendations in alignment with 2.4.c. 2.4.c. Educate community about cultural diversity, biodiversity, and sustainability initiatives through signage across campus and the community 2.4.d. Utilize technology to modernize and promote sustainable infrastructure such as water reduction/usage of the Ecosystem and Sustainability Plan

Resources

- 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
1. Increase Campus Financial Resources – Administrative Efforts	1.1. Increase the level of base state appropriation for the campus	1.1.a. Work collaboratively at the state level to seek more state funding for NMT
	1.2. Fully realize those components of the comprehensive campaign that increase scholarship and faculty endowments and provide institutional support and building resources to campus	1.2.a. Continue to proceed with the comprehensive campaign as planned 1.2.b. Hired more Major Gifts Officers to assist with the campaign 1.2.c. Finalize goals and develop strategies for cultivating donors
	1.3. Develop a comprehensive plan for Auxiliary Services to achieve financial self-sufficiency within five years	1.3.a. Develop a comprehensive marketing plan for infrastructure support 1.3.b. Actively explore ways to increase external sales through various strategies
	1.4. 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	1.4.a. When additional funding becomes available, review and identify areas of support and allocate resources in alignment with institutional strategic priorities 1.4.b. Continue and expand open discussions of budget information with the Faculty Budget and Research Committee and with other campus stakeholders
2. Increase Campus Financial Resources – Academic Efforts	2.1. Through the enrollment management process, increase enrollment and related tuition revenues (adjusted for inflation) to the fiscal year 2016 level or above	2.1.a. Review the current tuition schedule and related rates 2.1.b. Identify short courses and certifications that could be created in alignment with the academic mission 2.1.c. Periodically review options for adding BA programs 2.1.d. Develop a targeted marketing plan that balances in-state and

		out-of-state (including international) enrollment
3. Increase Campus Financial Resources – Research Efforts	3.1. Continue to increase overhead recovery revenue by growing research grants and contracts	3.1.a. Develop collaborative research initiatives with other institutions to seek more research funding 3.1.b. Identify faculty/staff interested in applying for multi-departmental grants 3.1.c. Develop internal review teams to assist in writing proposal 3.1.d. Promote institutional research capabilities and expertise 3.1.e. Review overhead returns to principal investigators and update if necessary 3.1.f. Evaluate and continue to develop performance-based incentive plans
	3.2. Utilize entrepreneurial activities	3.2.a. Work with NMT Research Park Corporation to start-up companies with exit potential 3.2.b. Encourage businesses to pursue Small Business Technology Transfer (STTR) funding with NMT faculty 3.2.c. Encourage public-private partnerships

V. 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 28, 2022
Presentation to Faculty Senate	December 6, 2022
Present near Final Draft to the President's Cabinet	December 8, 2022
Board of Regents Plan Approval	December 15, 2022
Launch Plan and Implementation	January 2023
Bi-annual eBoard & Steering Committee Updates to Campus	CY '23-'27
Annual Reports to Board of Regents	CY '23-'27

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 Phaiah, 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. Brian Borchers, Faculty Senate Chair
8. Veronica Espinoza, BOR Student Rep.
9. Vanessa Grain, Ex-Officio
10. Michael Hargather, Faculty

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 Gautier

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

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

VII. NMT Strategic Plan Website

(https://www.nmt.edu/leadership/strategicplan.php)