

# INTRODUCTION

The Council of University Presidents is pleased to present to the Commission on Higher Education, the Governor, the Legislature, and the citizens of New Mexico its second annual Performance Effectiveness Report. This report results from a two-year process to design and implement a Performance Effectiveness Plan for New Mexico's six universities. Our long-range objective is to report on how well our universities are meeting statewide performance expectations. We anticipate that focusing university and public attention on the quality indicators contained in the plan will promote the improvement of higher education in New Mexico and the achievement of our performance goals.

Our Performance Effectiveness Plan reflects core purposes and values for higher education as well as statewide concerns regarding higher education in New Mexico. The quality indicators included in the plan address performance areas common to all six universities and additional performance areas selected by each university to recognize its unique institutional mission, clientele, and institutional priorities in meeting the needs of its students and region. In doing so, our focus has been, first, on our instructional missions and then on other components of our universities' missions.

The performance measures for each quality indicator were selected on the basis of such criteria as whether the measures were clearly definable, measurable, obtainable, meaningful, easily understood, and useful. Over time some of the performance measures included in the plan may change as performance expectations are met in some areas and adjustments are made to reflect other state needs and issues.

This report is expanded considerably from our first report in 1998. It addresses the performance of our universities on all but four areas included in our Performance Effectiveness Plan. Consistent data across all six universities is being collected during this academic year and will be reported in 2000 on the four remaining performance areas. These include placement rates of graduates and alumni assessment of institutional quality, which are being gathered through surveys of our alumni; and student satisfaction with their undergraduate experience, which is being collected through surveys of 1999-2000 graduating seniors at all six universities. We have been collaborating with the Commission on Higher Education on the flagging of low enrollment/low degree graduate programs. While a draft report is currently under review, it will not be final in time for this document. We anticipate inclusion of both graduate and undergraduate degree-program flagging in our 2000 report.

We have just completed our first survey of New Mexico employers' satisfaction with our university graduates. The survey was conducted for the Council of University Presidents by Research & Polling, Inc., and their executive summary of survey results is included in this report.

This Performance Effectiveness Plan and reporting system from New Mexico's six universities can benefit the state, our students, and our universities. We believe this process of accounting for our universities' performance and achievement of goals can make a difference in improving higher education and its ability to respond to New Mexico's educational needs.

# THE PERFORMANCE EFFECTIVENESS PLAN OF NEW MEXICO'S UNIVERSITIES

**Quality Indicators.** The Council of University Presidents has identified a set of commonly agreed-upon indicators of university quality and effectiveness. These indicators can be used to measure the progress of New Mexico's universities in meeting statewide performance expectations for higher education. Focusing university and public attention on these quality indicators will promote the improvement of higher education and the achievement of our performance goals. These indicators of university quality and effectiveness include:

- Accessible and affordable university education
- Student progress and success in our universities
- Academic quality and a quality learning environment
- Effective and efficient use of resources
- Discovery and sharing of knowledge, research, and innovation throughout New Mexico
  - Quality of research and creative activity
  - Service to New Mexicans
  - Economic impact

**Performance Measures Common to All Six Universities.** For each of the first four quality indicators listed above, a common set of performance measures has been selected to provide a means by which each of our universities can demonstrate its performance level. Although we are using common performance measures, each institution's performance level will reflect its unique institutional mission, students and other stakeholders, and the program and service mix it has developed in response to state and regional needs. Each institution can also use these measures in setting goals for performance improvement in areas of institutional priority and concern.

## Year First Reported in PEP

### I. Accessible and Affordable University Education

,	Tuition/required fee rates; comparative data on regional peers and per capita income	1998
,	Financial aid awarded and unmet student financial need	1998
,	Enrollment by race/ethnicity; comparative data on HS graduates, ACT takers	1998
,	Transfer students from NM 2-yr colleges, including branches	1999

### II. Student Progress and Student Success

,	Freshman persistence rates — fall to fall terms	1998
,	Graduation rates at 6 years, together with those still enrolled	1998
,	Transfer student completers	1999
,	Placement rates of graduates – employment and continuation of education	2000

	<b>Year First Reported in PEP</b>
<b>III. Academic Quality and a Quality Learning Environment</b>	
, Faculty/staff profile – race/ethnicity, percent faculty with terminal degrees, comparative data on faculty salaries	1998
, Percent student credit hours taught by tenured/tenure-track faculty	1998
, External accreditation	1998
, Faculty role/contributions	1999
, Student satisfaction with undergraduate experience	2000
, Alumni assessment of institutional quality	2000
, Employers’ satisfaction with NM university graduates	1999
<b>IV. Effective and Efficient Use of Resources</b>	
, Primary mission (instruction, research, public service) as percent of Educational and General expenditures; comparative data on peers	1998
, Institutional support (administrative costs) as percent of Educational and General expenditures; comparative data on peers	1998
, Flagging of all low enrollment/low degree programs – in cooperation with Commission on Higher Education (CHE)	2000
, Space utilization – in cooperation with CHE	On hold - pending CHE workload priorities

**Mission-Specific Institutional Reporting.** For three of the indicators of university quality and effectiveness, university priorities and performance are dependent on the mission of each institution, the populations it serves, and the resulting undergraduate and graduate programs and services it provides. Thus, for these indicators the performance measures will be unique to each institution. The mission-specific quality indicators are:

- IV. Quality of Research and Creative Activity**  
Research collaboration in areas such as the environment; natural resources; high-technology materials; teaching excellence; cultural, performing and studio arts.
- V. Service to New Mexicans**  
Mission-specific programs and special projects in areas such as cooperative extension; distance education; extractive industries; health care; K-16 partnerships; and business development.
- VI. Economic Impact**  
Universities’ economic impact in areas such as graduates’ earning power; research grants; and research support to the public and private sectors.

In addition, each university will develop an institutional “profile” on its mission, students, and other stakeholders. In future years universities also may develop additional mission-specific measures to demonstrate institutional performance goals and priorities not adequately covered in the common reporting measures on indicators of access, student success, quality, and efficiency.

## ACCOMPLISHMENTS: PLAN DEVELOPMENT AND IMPLEMENTATION

- June 1998** Council of University Presidents (CUP) decides to develop joint accountability plan for the six universities
- July 1998** Representatives from each of the six universities are appointed to the CUP Accountability Work Group (AWG)
- AWG reviews trends, status, and best practices of higher education accountability nationwide as well as issues and statewide expectations regarding higher education in New Mexico; identifies indicators of university quality and effectiveness, and begins defining performance measures
- August 1998** AWG completes scope and schedule of Performance Effectiveness Plan (PEP) as well as definition of performance measures to be reported in December 1998.
- PEP plan is presented for the first time; discussions are held with Legislative Finance Committee and Commission on Higher Education
- October 1998** AWG request is sent to each university for submission of detailed data required for 1998 PEP report
- December 1998** The Council of University Presidents publishes its first report on the Performance Effectiveness Plan, containing data already available at each institution, abbreviated institutional profiles, and mission-specific reporting
- Summer 1999** AWG completes definition of all remaining PEP performance measures under development, including the questions to be included on the employer, alumni, and student satisfaction surveys
- September 1999** CUP awards contract for vendor to conduct NM employer satisfaction survey on behalf of the six universities – to be completed November 1999
- AWG completes detailed data request to each university to meet requirements of 1999 PEP report
- December 1999** The Council of University Presidents publishes its second report on the Performance Effectiveness Plan, containing newly developed performance data, expanded institutional profiles, and mission-specific reporting
- AY 1999-2000** Each university conducts alumni survey and student (graduating senior) satisfaction survey using a core of questions common to all six universities
- 2000 and beyond** Council of University Presidents' Performance Effectiveness Plan is fully implemented:
- C Annual reporting on common performance measures and institutions' progress in achieving goals
  - C Annual mission-specific institutional reporting on progress toward goals based on institutional mission, clientele, program/service mix, and priorities