

Fundamental Beliefs as a University Administrator
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- Excellence must be our core value and central commitment. It requires continued attention. It means constantly seeking to raise the performance of individual staff, faculty, students, colleges, departments, institutes, centers, and, in turn, NMSU as a whole.
- Diversity in all its forms and under the broadest definition is essential to achieving excellence.
- Great universities seek international prominence. To be world class, the university must fully participate around the world.
- To be internationally prominent, a great university must also be meaningful, relevant, and responsive to the people at home.
- The core missions of the university are carried out by the faculty. Every one of us in administration and in support units is charged with doing whatever needs to be done to make the faculty successful – individually and collectively. In many ways, the faculty are the magicians and administrators are the magician’s helpers.
- At a land-grant university, the tripartite missions – research, teaching and extension - are to be fully integrated and complimentary. Everyone – no matter what their specific assignment or appointment – is responsible in some way for all three parts of the mission.
- In all we do we need to seek balance and cooperation, not conflict, though conflicts will inevitably occur.
- The university itself is a grand on-going social experiment. We need to continually make adjustments to maximize programmatic effectiveness and administrative efficiency. We must do so carefully and thoughtfully, but we must do so. In this regard, I also believe, “If it ain’t broke, make it better.”
- It is the nature of a university to resist radical change. Thus, changes must to be made incrementally but consistently.
- The university must develop participatory and transparent ways to continually adjust to exogenous force and events.

- One of this land-grant institution's greatest strengths is its statewide presence. We need to seek every possible way to enlarge and utilize it.
- The science we do is powerful and adaptable. It can serve many uses and users. We must epitomize and maximize its application.
- We are the stewards of the people's resources and investments. We must be perpetually diligent, accountable, and true to this responsibility.
- In a university there's nothing wrong with being wrong. We learn as much from well-intended failure as from success, but should be on guard against repeating the same failures.
- Students are not our customers, but our colleagues in the learning, discovering experience.
- The land-grant university is among the most profound innovations in the history of higher education. It was and is intended to be broad in its reach, dynamic, and fully inclusive.
- The tradition of the land-grant university is to be "non-traditional."
- NMSU as New Mexico's comprehensive, research, land-grant institution is now, and will continue to be, critical to the state's economic, social, cultural, and political future.
- True shared governance is by far the best way to lead and administer a great university. Shared governance occurs at every level of the institution.
- Working at a great comprehensive land-grant research university is an honor and a high calling. It's a place where every faculty member, every staff member, every student, and every alumnus can make a real difference.