GOAL 1: BECOME A DESTINATION UNIVERSITY

STRATEGY 1.1: EVOLVE OUR PROGRAMS AND CURRICULA TO ENTICE AND CHALLENGE A CHANGING STUDENT DEMOGRAPHIC

Metric: Overall student enrollment

Objective 1.1.1: Continue to fully implement an additional 5 wholly online degree programs by Fall 2018. Completion Target: Fall 2018, Responsibility: White

Objective 1.1.2: Develop an international student recruitment strategic plan. Completion Target: Fall 2018, Responsibility: White

STRATEGY 1.2: OPTIMIZE FACULTY AND STAFF WORK ENVIRONMENT FOR SATISFACTION AND SUCCESS

Metric: Annual faculty and staff turnover rates

Objective 1.2.1: Complete staff compensation study and approve resulting action plan. Completion Target: Fall 2017, Responsibility: Harris

Objective 1.2.2: Continue implementation of campus-wide IT reorganization. Completion Target: Fall 2017, Responsibility: Harris

Objective 1.2.3: Develop and gain approval for multi-year faculty compensation plan. Completion Target: Spring 2018, Responsibility: White

Objective 1.2.4: Continue to develop and implement low-cost or non-monetary rewards and recognition programs to improve faculty morale. Completion Target: Fall 2018, Responsibility: White

STRATEGY 1.3: IMPLEMENT CAPITAL RENEWAL FOR CAMPUS MODERNIZATION AND REVITALIZATION

Metric: Percentage of capital projects on schedule

Objective 1.3.1: Maintain schedules (on-time, on-budget) for projects underway (Johnson Center, McKinnon Center for Management at Anderson, Physics, Astronomy and Interdisciplinary Sciences, Farris Engineering Center, Smith Plaza). Completion Target: Summer 2018, Responsibility: Harris
STRATEGIC PLAN SUMMARY, 2017-18

GOAL 2: PREPARE LOBOS FOR LIFELONG SUCCESS

STRATEGY 2.1: INCREASE TIMELY DEGREE COMPLETION

Metric: Annual retention and graduation rates

Objective 2.1.1: Achieve four-year graduation rate above 25%. Completion Target: Fall 2019, Responsibility: White

STRATEGY 2.2: GROW TARGETED GRADUATE PROGRAMS

Metric: Annual graduate program growth

Objective 2.2.1: Achieve 10% increase in enrollment in shared credit programs (concurrent undergrad/graduate enrollment). Completion Target: Fall 2019, Responsibility: White

STRATEGY 2.3: IMPROVE INTEGRATION OF THE BRANCH CAMPUSES WITH THE MAIN CAMPUS

Metric: Annual branch transfer enrollment

Objective 2.3.1: Increase degree completion and transfer rates at branch campuses. Completion Target: Summer 2019, Responsibility: White
GOAL 3: PROMOTE INSTITUTIONAL CITIZENSHIP AND INCLUSIVE EXCELLENCE

STRATEGY 3.1: PROMOTE A CAMPUS CLIMATE OF INCLUSIVENESS AND RESPECT

Metric: Progress on inclusive excellence scorecard measures

Objective 3.1.1: Develop a full strategic plan to advance a campus climate that eradicates sexual violence, promotes racial and cultural tolerance, and encourages free and respectful dialogue; begin rapid implementation as plan components are finalized. *Completion Target: Summer 2018, Responsibility: All*

Objective 3.1.2: Continue dialogue and develop recommendations regarding UNM’s legacy symbols, artwork and building names. *Completion Target: Fall 2017, Responsibility: White*

Objective 3.1.3: Complete assessment and begin implementation of Equity & Inclusion structure and objectives. *Completion Target: Summer 2018, Responsibility: White*

STRATEGY 3.2: INTEGRATE COMMUNITY ENGAGED TEACHING, LEARNING, AND SCHOLARSHIP THROUGHOUT UNM

Metric: Annual increases in reported community engagement activities

Objective 3.2.1: Assess structure and develop an assessment tool for effectiveness of our community internship programs. *Completion Target: Fall 2018, Responsibility: White*
STRATEGIC PLAN SUMMARY, 2017-18

GOAL 4: ENHANCE HEALTH AND HEALTH EQUITY

STRATEGY 4.1: IMPROVE HEALTH AND HEALTH CARE FOR THOSE WE SERVE

Metric: Improve annual State Healthcare Ranking

Objective 4.1.1: Form partnership between UNMH and Office of Community Health to fund two health extension officers to address Native American health issues in Bernalillo County. Completion Target: Summer 2018, Responsibility: Roth

STRATEGY 4.2: BUILD THE HEALTH CARE WORKFORCE OF NEW MEXICO BY PROVIDING A PREMIER EDUCATION

Metric: Reduction in counties qualifying as healthcare shortage areas

Objective 4.2.1: Update state report on workforce shortages and recruitment strategies. Completion Target: Fall 2017, Responsibility: Roth

Objective 4.2.2: Hire two dermatology faculty to rebuild capacity for restarting dermatology residency. Completion Target: Summer 2018, Responsibility: Roth

Objective 4.2.3: Complete UNM West program plans and building #2 design. Completion Target: Summer 2018, Responsibility: Roth

STRATEGY 4.3: FOSTER INNOVATION AND TRANSLATE OUR RESEARCH AND DISCOVERIES INTO CLINICAL AND EDUCATIONAL PRACTICE

Metric: Increase funding for clinical and translational research

Objective 4.3.1: Recruit at least one basic science researcher per year that complements health and biomedical education and clinical efforts. Completion Target: Summer 2018, Responsibility: Roth

Objective 4.3.2: Develop standards to attract and retain high quality research faculty who are or will be extramurally funded. Completion Target: Summer 2018, Responsibility: Roth

Objective 4.3.3: Develop joint center for gerontology between main campus and HSC. Completion Target: Summer 2018, Responsibility: Roth

Objective 4.3.4: Develop 2 new joint educational programs between Main Campus and HSC. Completion Target: Summer 2018, Responsibility: Roth and White
STRAEGIC PLAN SUMMARY, 2017-18

GOAL 5: ADVANCE DISCOVERY AND INNOVATION

STRATEGY 5.1: ENHANCE UNM’S POSITION AS A 21ST CENTURY LEADER IN RESEARCH

Metric: Annual progress on identified research performance measures

Objective 5.1.1: Continue implementation of comprehensive research strategic plan for main campus. Completion Target: Spring 2018, Responsibility: White

STRATEGY 5.2: GROW EXTERNAL FINANCIAL SUPPORT FOR RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

Metric: Annual research awards and sponsored program expenditures

Objective 5.2.1: Foster strategic interdisciplinary initiatives through support of new cross-cutting and cluster faculty hires and by identification of sources for seed investment to stimulate faculty success in extramural funding. Completion Target: Summer 2018, Responsibility: White

STRATEGY 5.3: MAXIMIZE RESEARCH OPPORTUNITIES BY FULLY LEVERAGING COLLABORATION WITH THE REGION’S NATIONAL LABS

Metric: Growth in joint programs between UNM and national labs

Objective 5.3.1: Increase the number of shared professorships with the National Labs. Completion Target: Spring 2018, Responsibility: White
GOAL 6: ENSURE FINANCIAL INTEGRITY AND STRENGTH

STRATEGY 6.1: DEVELOP A DIVERSIFIED, SUSTAINABLE FINANCIAL MODEL TO SUPPORT THE GOALS, MISSION, AND VALUES OF THE UNIVERSITY

**Metric:** Regular reporting and approval of budget milestones according to annual budget development timeline

**Objective 6.1.1:** Utilize the “Tuition Share” budget allocation process to incentivize revenue growth and quality improvement. *Completion Target: Spring 2018, Responsibility: Harris and White*

STRATEGY 6.2: ENSURE REGULATORY COMPLIANCE AND MAXIMIZE SAFETY ON OUR CAMPUS WHILE CONTROLLING COST

**Metric:** Annual Progress on campus-wide risk assessment and evaluation.

**Objective 6.2.1:** Increase awareness and effectiveness of EthicsPoint Compliance Hotline reporting through marketing measures, improved Hotline features to increase ease of use, and increased communication with compliance partners. *Completion Target: Spring 2018, Responsibility: Abdallah*

STRATEGY 6.3: CONTINUE BUILDING THE UNM ENDOWMENT

**Metric:** Year-end endowment market value

**Objective 6.3.1:** Grow endowment to $480M by 2020. *Completion Target: Summer 2020, Responsibility: Nemcik*

**Objective 6.3.2:** Achieve annual fundraising goal of $80M. *Completion Target: Summer 2018, Responsibility: Nemcik*
STRATEGIC PLAN SUMMARY, 2017-18

GOAL 7: ADVANCE AND ACCELERATE ECONOMIC DEVELOPMENT

STRATEGY 7.1: LEAD THE ADVANCEMENT OF NEW MEXICO’S INNOVATION ECONOMY

Metric: Annual report of progress on Innovate ABQ master development plan

Objective 7.1.1: Begin discussions on creating a master plan development agreement for Innovate ABQ. Completion Target: Summer 2018, Responsibility: Harris

Objective 7.1.2: Continue with development of Innovate ABQ Site. Completion Target: Summer 2018, Responsibility: Harris

STRATEGY 7.2: ENHANCE UNM’S CULTURE OF ENTREPRENEURSHIP THROUGH THE INNOVATION ACADEMY AND RELATED PROGRAMS

Metric: Annual progress on US patents issued and start-up companies created

Objective 7.2.1: Evolve and develop a proposal for the Innovation Academy structure in conjunction with re-envisioning University College. Completion Target: Summer 2018, Responsibility: White