

## STRATEGIC PLAN SUMMARY, 2017-18

### 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*

## STRATEGIC PLAN SUMMARY, 2017-18

### 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*

## STRATEGIC 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*

## STRATEGIC PLAN SUMMARY, 2017-18

### 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*