

## STRATEGIC PLAN SUMMARY, 2018-19

### 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:** Develop and implement an international student recruitment strategic plan. *Completion Target: Summer 2019, Responsibility: Wood*

**Objective 1.1.2:** Develop initiatives with branch campuses related to completion and graduate programs that will open new markets. *Completion Target: Summer 2019, Responsibility: Wood*

**Objective 1.1.3:** Begin development of initiatives to recruit, retain, and graduate military veterans and others who have provided public service. *Completion Target: Summer 2019, Responsibility: Wood*

#### 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: Spring 2019, Responsibility: Harris*

**Objective 1.2.2:** Continue implementation of main and branch campus IT reorganization. *Completion Target: Fall 2019, Responsibility: Harris*

**Objective 1.2.3:** Develop and gain approval for multi-year faculty compensation plan. *Completion Target: Spring 2019, Responsibility: Wood*

**Objective 1.2.4:** Continue to develop and implement low-cost or non-monetary rewards and recognition programs to improve faculty morale. *Completion Target: Summer 2019, Responsibility: Wood*

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### 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, Honors College, Natural History Science Center, Coronado Hall, UNM Taproom). *Completion Target: Summer 2019, Responsibility: Harris*

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### GOAL 2: PREPARE LOBOS FOR LIFELONG SUCCESS

#### STRATEGY 2.1: INCREASE TIMELY DEGREE COMPLETION

**Metric:** Annual retention and graduation rates

**Objective 2.1.1:** Continue programs to sustain graduation rate above 25% and continue to improve 3<sup>rd</sup> semester retention. *Completion Target: Summer 2019, Responsibility: Wood*

**Objective 2.1.2:** Develop and implement strategies with branches to increase transfer, retention, and graduation rates of students who start their academic career at a UNM branch campus. *Completion Target: Summer 2019, Responsibility: Wood*

#### 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), focusing on ASM, SOE, and Innovate ABQ. *Completion Target: Summer 2019, Responsibility: Wood*

**Objective 2.2.2:** Work with branches to increase transfer of UNM branch campus students to graduate programs on main campus and, where reasonable cohorts exist, provide graduate programs targeted to local needs that can be completed at branches. *Completion Target: Summer 2019, Responsibility: Wood*

#### 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: Wood*

**Objective 2.3.2:** Fully integrate curriculum numbering and core curriculum. *Completion Target: Spring 2020, Responsibility: Wood*

## STRATEGIC PLAN SUMMARY, 2018-19

### 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 strategic plan that advances the eradication of sexual violence, promotes racial and cultural tolerance, and encourages free and respectful dialogue; begin rapid implementation as plan components are finalized. *Completion Target: Summer 2019, Responsibility: All*

**Objective 3.1.2:** Continue dialogue, develop and implement recommendations regarding UNM's legacy symbols, artwork and building names. *Completion Target: Summer 2019, Responsibility: Wood*

**Objective 3.1.3:** Begin implementation of Equity & Inclusion structure and objectives by hiring a non-interim vice president for equity and inclusion. *Completion Target: Summer 2019, Responsibility: Wood*

#### 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: Spring 2019, Responsibility: Wood*

## STRATEGIC PLAN SUMMARY, 2018-19

### 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:** Seek state funding for initiatives in successful aging, child wellbeing and behavioral health. *Completion Target: Summer 2019, 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 2018, Responsibility: Roth*

**Objective 4.2.2:** Complete UNM Health Sciences Rio Rancho Campus program plans. *Completion Target: Summer 2019, Responsibility: Roth*

**Objective 4.2.3:** Develop plan for growing and coordinating clinical site placement among HSC schools and colleges. *Completion Target: Summer 2019, 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:** Grow UNM HSC extramural funding by the same percentage increase as NIH. *Completion Target: Summer 2019, Responsibility: Roth*

**Objective 4.3.2:** Successfully submit renewal application for sustained funding of the Clinical and Translational Science Center. *Completion Target: Spring 2019, Responsibility: Roth*

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### 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: Summer 2019, Responsibility: Wood*

**Objective 5.1.2:** Kick off UNM President's Grand Challenges Initiative. *Completion Target: Summer 2019, Responsibility: Wood*

#### 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: Spring 2019, Responsibility: Wood*

#### 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: Fall 2019, Responsibility: Wood*

## STRATEGIC PLAN SUMMARY, 2018-19

### 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 2019, Responsibility: Harris and Wood*

**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 communication measures, and increased training opportunities and collaborations with compliance partners. *Completion Target: Summer 2019, Responsibility: Stokes*

**Objective 6.2.2.:** Plan and begin implementing new safety and security measures including hiring a campus security officer, assessing and making recommendations on additional lighting, security cameras, access control and develop a plan for long-term monitoring, maintenance and renewal. *Completion Target: Summer 2019, Responsibility: Harris, Wood*

**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 2019, Responsibility: Nemcik*

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### 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:** Assist the leadership at Innovate ABQ in the development of an operational plan. *Completion Target: Summer 2019, Responsibility: Harris*

**Objective 7.1.2:** Continue with the development of the Innovate ABQ Site. *Completion Target: Summer 2019, Responsibility: Harris*

**Objective 7.1.3:** Lead in building the New Mexico Bioscience Authority. *Completion Target: Summer 2019, Responsibility: Roth*

#### 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 2019, Responsibility: Wood*