

STRATEGIC PLAN SUMMARY, 2019-20

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 2020, Responsibility: Holloway*

Objective 1.1.2: Develop initiatives with branch campuses related to completion and educational programs that will open new markets. *Completion Target: Summer 2020, Responsibility: Holloway*

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 2020, Responsibility: Holloway*

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 a comprehensive review of current compensation conventions for UNM staff and identify strategies to support best practices for doctoral universities with very high research activity and an academic medical center. *Completion Target: Summer 2020, Responsibility: Costantinidis*

Objective 1.2.2: Continue implementation of main and branch campus IT, phase 2 reorganization. *Completion Target: Summer 2020, Responsibility: Costantinidis*

Objective 1.2.3: Continue to develop and implement low-cost or non-monetary rewards and recognition programs to improve faculty morale. *Completion Target: Summer 2020, Responsibility: Holloway*

Objective 1.2.4: Provide access to resources from the National Center for Faculty Development and Diversity (NCFDD) for all faculty, postdocs, visiting scholars, and graduate students at UNM. Purchase institutional membership for NCFDD and create an NCFDD Faculty Success Program scholarship for faculty at UNM. *Completion Target: Summer 2020, Responsibility: Zerai, Holloway*

STRATEGIC PLAN SUMMARY, 2019-20

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 2020, Responsibility: Costantinidis*

STRATEGIC PLAN SUMMARY, 2019-20

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 to improve 3rd semester retention and graduation rates.

Completion Target: Summer 2020, Responsibility: Holloway

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 2020, Responsibility: Holloway*

STRATEGY 2.2: GROW TARGETED GRADUATE PROGRAMS

Metric: Annual graduate program growth

Objective 2.2.1: Work with branches to explore providing targeted graduate programs delivered at branch locations, where reasonable cohorts exist. *Completion Target: Summer 2020, Responsibility: Holloway*

Objective 2.2.2: Work with the Office of Graduate Studies and the Office of the Vice President for Research to identify funding sources for graduate students from underrepresented groups (URGs). *Completion Target: Summer 2020, Responsibility: Zerai, Holloway*

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

Metric: Annual branch transfer enrollment

Objective 2.3.1: Develop strategies to increase transfer rates from branch campuses, including supporting pilot bachelor's degree programs directed toward branch students. *Completion Target: Summer 2020, Responsibility: Holloway*

Objective 2.3.2: Fully recertify general education courses. *Completion Target: Spring 2020, Responsibility: Holloway*

STRATEGIC PLAN SUMMARY, 2019-20

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 reduction 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 2020, Responsibility: All*

Objective 3.1.2: Continue dialogue, develop and implement recommendations regarding UNM's legacy symbols, artwork and building names. *Completion Target: Summer 2020, Responsibility: Zerai*

Objective 3.1.3: Coordinate a Liaisons in Equity, Advocacy and Diversity (LEAD) Council. *Completion Target: Fall 2019, Responsibility: Zerai*

Objective 3.1.4: Explore regularized campus climate surveys. *Completion Target: Summer 2020, Responsibility: Zerai, Roth*

Objective 3.1.5: Update faculty and administrator search committee procedures to streamline processes for reducing implicit bias in searches and update diversity questions in HR UNM Jobs recruitment portal. *Completion Target: Summer 2020, Responsibility: Zerai, Holloway, Costantinidis*

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: Summer 2020, Responsibility: Holloway*

STRATEGIC PLAN SUMMARY, 2019-20

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: Spring 2020, 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: Enhance funding to address New Mexico's health care workforce shortages through state appropriations requests which include paid tuition for UNM School of Medicine students pledging to practice in New Mexico, expansion of the physician assistant program, and undergraduate nursing expansion. *Completion Target: Summer 2020, Responsibility: Roth*

Objective 4.2.2: Complete UNM HSC Rio Rancho Campus program plans and building #2 design. *Completion Target: Summer 2020, Responsibility: Roth*

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

Metric: Establish baseline translational science impact metrics for the research mission.

Objective 4.3.1: Produce and operationalize strategic plan for the New Mexico Bioscience Authority. *Completion Target: Summer 2020, Responsibility: Roth*

Objective 4.3.2: Submit renewal application for sustained funding of the Comprehensive Cancer Center. *Completion Target: Summer 2020, Responsibility: Roth*

STRATEGIC PLAN SUMMARY, 2019-20

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 2020, Responsibility: Holloway*

Objective 5.1.2: Continue implementation and advancement of UNM President's Research Grand Challenges Initiative. *Completion Target: Summer 2020, Responsibility: Holloway*

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 research areas that are aligned with national and state funding priorities. *Completion Target: Summer 2020, Responsibility: Holloway*

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: Fully implement the National Laboratory Joint Appointment Program with Los Alamos National Labs. *Completion Target: Fall 2019, Responsibility: Holloway*

Objective 5.3.2: Increase participation of other National Laboratories into the Joint Appointment Program. *Completion Target: Summer 2020, Responsibility: Holloway*

STRATEGIC PLAN SUMMARY, 2019-20

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: Develop an incremental set of incentive-based budgeting approaches that encourage revenue growth and enhanced student and faculty success, and begin sequential implementation of these into the University budget model. *Completion Target: Summer 2020, Responsibility: Costantinidis, Holloway*

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: Maximize efficiency and effectiveness of EthicsPoint by completing a users SOP, continuing to provide training opportunities for investigators and reviewing the process flow of cases from the initial entry of the complaint to the completion of an investigation. *Completion Date: Summer 2020, Responsibility: Cordova*

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 2020, Responsibility: Costantinidis, Holloway*

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: Todd*

Objective 6.3.2: Achieve annual fundraising goal of \$80M. *Completion Target: Summer 2020, Responsibility: Todd*

STRATEGIC PLAN SUMMARY, 2019-20

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 2020, Responsibility: Costantinidis*

Objective 7.1.2: Continue with the development of the Innovate ABQ Site. *Completion Target: Summer 2020, Responsibility: Costantinidis*

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 institutionalization of the Innovation Academy. *Completion Target: Summer 2020, Responsibility: Holloway*