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
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
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, Constantinidis*

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