

UNM Strategic Plan

2016 REFRESH



- inferior or superior vena cava
- right atrium
- tricuspid valve
- right ventricle
- pulmonary semilunar valve
- pulmonary arteries
- LUNGS
- Pulmonary veins
- left atrium
- mitral valve
- left ventricle
- aortic semilunar valve
- arteries
- arterioles
- capillaries

- LUNGS
- Pulmonary veins
- left atrium
- mitral valve
- left ventricle
- aortic semilunar valve
- arteries
- arterioles
- capillaries

- PHASE I: Ventricular Filling of AV valves
open
- a. occurs during mid to late diastole
- b. atrial contraction pushes additional blood through
- Phase 2: Systole - 2 periods
- a. isovolumetric contraction
- AV valves & semilunar valves close
- 1. ventricular ejection - semilunar valves open
- Phase 3: isovolumetric relaxation
- a. Both AV valves & semilunar valves close





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EACH OF US DEFINES ALL OF US.

**WE ARE A COMMUNITY OF UNIQUE PERSPECTIVES
EMBRACING OUR DIFFERENCES. WE ARE A
CULTURE OF CONTRAST, NOT A CONTRAST OF
CULTURES. UNAFRAID TO LET OUR COLORS RUN
AND BLEND AND LET THE VERY THINGS THAT
DIVIDE US BECOME THE THINGS THAT **CONNECT US
TO EACH OTHER.** SO WE CAN **CREATE, COLLECT
AND SPREAD KNOWLEDGE**—ABOUT EVERYTHING
FROM NUCLEAR ENGINEERING AND FINE ART
TO ENZYMATIC FUEL CELLS, REVOLUTIONARY
MEDICINE AND FORENSIC ACCOUNTING. **WHAT
MAKES US DIFFERENT MAKES US STRONG—AND
A FORCE TO BE RECKONED WITH.****



THROUGH THE LENS OF NOW AND WHEN

The University of New Mexico is more than just the state’s flagship university – it is a keystone for New Mexico’s advancement in education, research, health care and community services. Our current strategic plan was developed as an institutional road map, a guide to make UNM the best university it can be. And for the past four years, we have done just that.

Since 2012, we have achieved some remarkable things - record high retention and graduation rates, better prepared freshman classes, record-breaking fundraising, continued national acclaim for our faculty, and new academic endeavors such as the Honors College and the Innovation Academy. Now, we are positioned to build on these successes and chart our course for the next several years.

As we reviewed our strategic plan and reflected on the many accomplishments of the past few years, we did so through a lens of “now and when” – what have we accomplished and where are we now; and what the University and our community will look like when we achieve these next steps.

I say “when” because we cannot accomplish these goals in the mindset of “if.” These efforts are critical to the continued success of our university and our ability to remain competitive amidst a changing national higher education landscape. Simply put, we do not have the luxury of “if.”

UNM will attract the best students and faculty *when* it becomes destination university, not if. The State of New Mexico’s economy will improve *when* Innovate ABQ, the public-private partnership innovation district, is complete.

Looking back, we are proud of what we have accomplished, but we are not satisfied. Together, UNM’s students, faculty, and staff are poised to change the world.

Robert G. Frank
President, The University of New Mexico



Become a Destination University

Be an institution that is recognized and sought out by students and faculty globally for its cultural, academic and research distinction. This will be reflected in a diversity of people, ideas, programs and places.

WHERE WE ARE

People around the world are seeking what UNM offers. A notable increase in international, honors and high-achieving students over the past four years demonstrates that clearly. By implementing our thriving new Honors College, refreshing the campus through multiple facility projects, and increasing global student outreach efforts, our institution is more attractive than ever before to those who want a top-notch education.

Our work doesn't stop there. To attract the best students, we must have the best faculty to teach and staff to support everyone seeking an education. In order for our faculty and staff to succeed, they have to be supported, valued and engaged. So we started asking them; is UNM a 'great place to be?' We've heard what people think about working here, and now must move forward to ensure we provide an environment where they can continue to succeed to make UNM great.



30%

increase in international student enrollment since 2012



\$215,000,000

IN CAPITAL PROJECTS UNDERWAY



12% increase in enrolled students with **26 ACT** or higher



WHERE WE'RE GOING

UNM is a destination university. We are the nation's only flagship university designated as a Hispanic Serving Institution and New Mexico's only Carnegie designated Highest Research University. We will continue to evolve to keep that position in a highly competitive educational landscape. Through new curricula, programs and facilities, we will increase our reputation globally as the 'place to be.'

STRATEGIES AND OBJECTIVES

Evolve our programs and curricula to entice and challenge a changing student demographic

- Fully implement 5 new wholly online degree programs by fall 2017
- Continue growth in international student enrollment at the undergraduate and graduate levels

Optimize faculty and staff work environment for satisfaction and success

- Complete staff compensation study and approve resulting action plan
- Begin implementation of campus-wide IT reorganization
- Develop and gain approval for multi-year faculty compensation plan

Implement capital renewal for campus modernization and revitalization

- Complete Phase 2 of 2016 bond issuance
- Maintain schedules (on-time, on-budget) for projects underway (Johnson Center, Anderson School of Management, Physics, Astronomy and Interdisciplinary Sciences, Farris Engineering Center)
- Develop financing plan for future health care facilities

Prepare Lobos for Lifelong Success

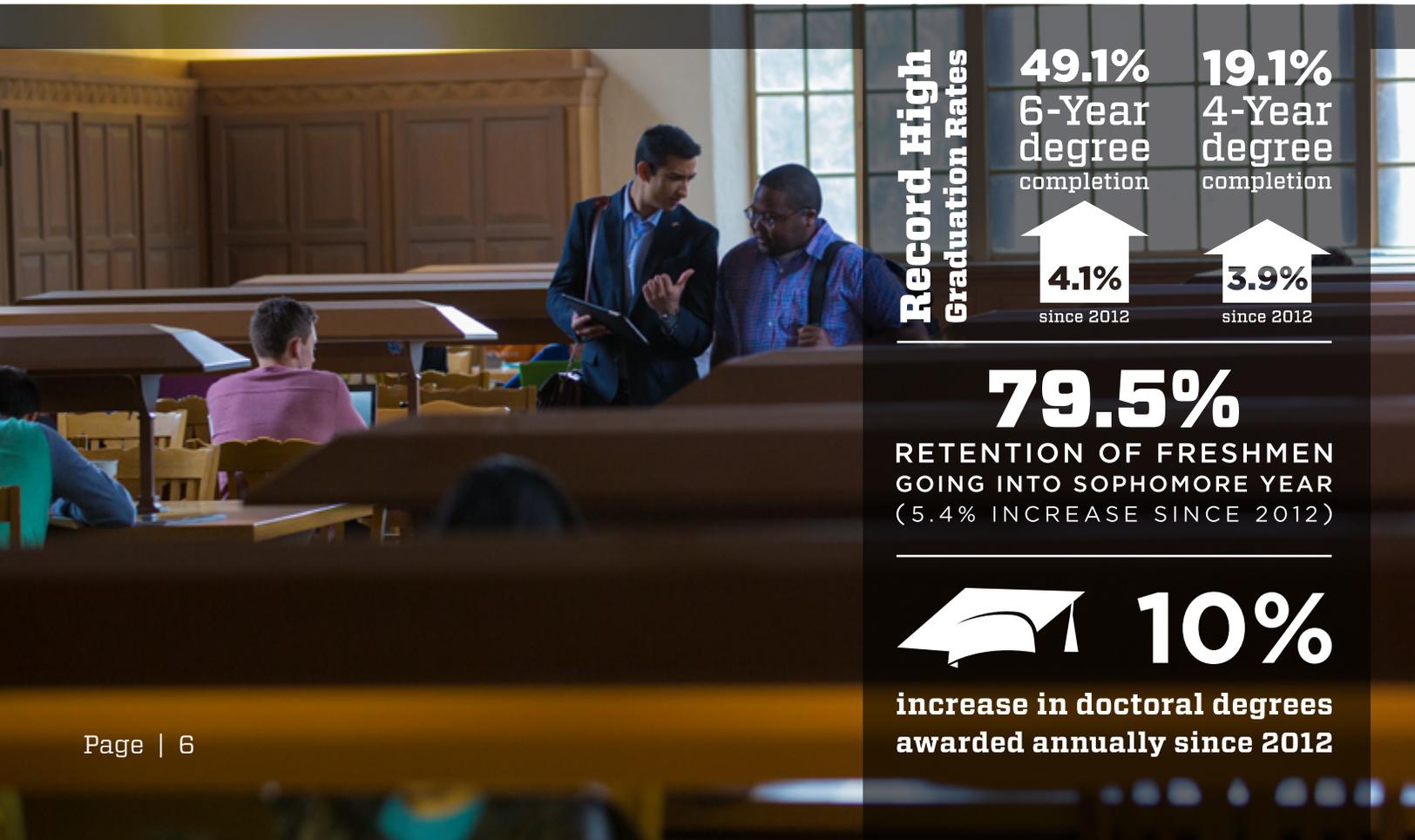
Provide an inviting and supportive campus experience, preparing students to meet their long-term goals as lifelong learners in academic and personal achievement, career, and leadership.

WHERE WE ARE

UNM alumni are some of the best in the world. Lobos have gone on to become industry leaders and world changers. By increasing our retention and graduation rates, we will produce more lifelong Lobos and make an even greater world impact.

To make this possible, we've redesigned some of our degree plans and implemented and enhanced the current support services available to all students. Programs like the Math Learning Lab make it possible for students to get the help they want and need to succeed academically. The Aim to Achieve initiative paves the way to a four-year graduation.

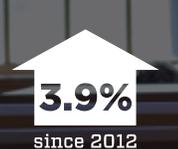
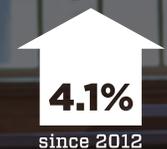
Our role is not simply to grant degrees, but to deliver the best educational tools and programs to every one of our students. We help students become lifelong learners, prepared to pursue any path they choose.



**Record High
Graduation Rates**

49.1%
6-Year
degree
completion

19.1%
4-Year
degree
completion



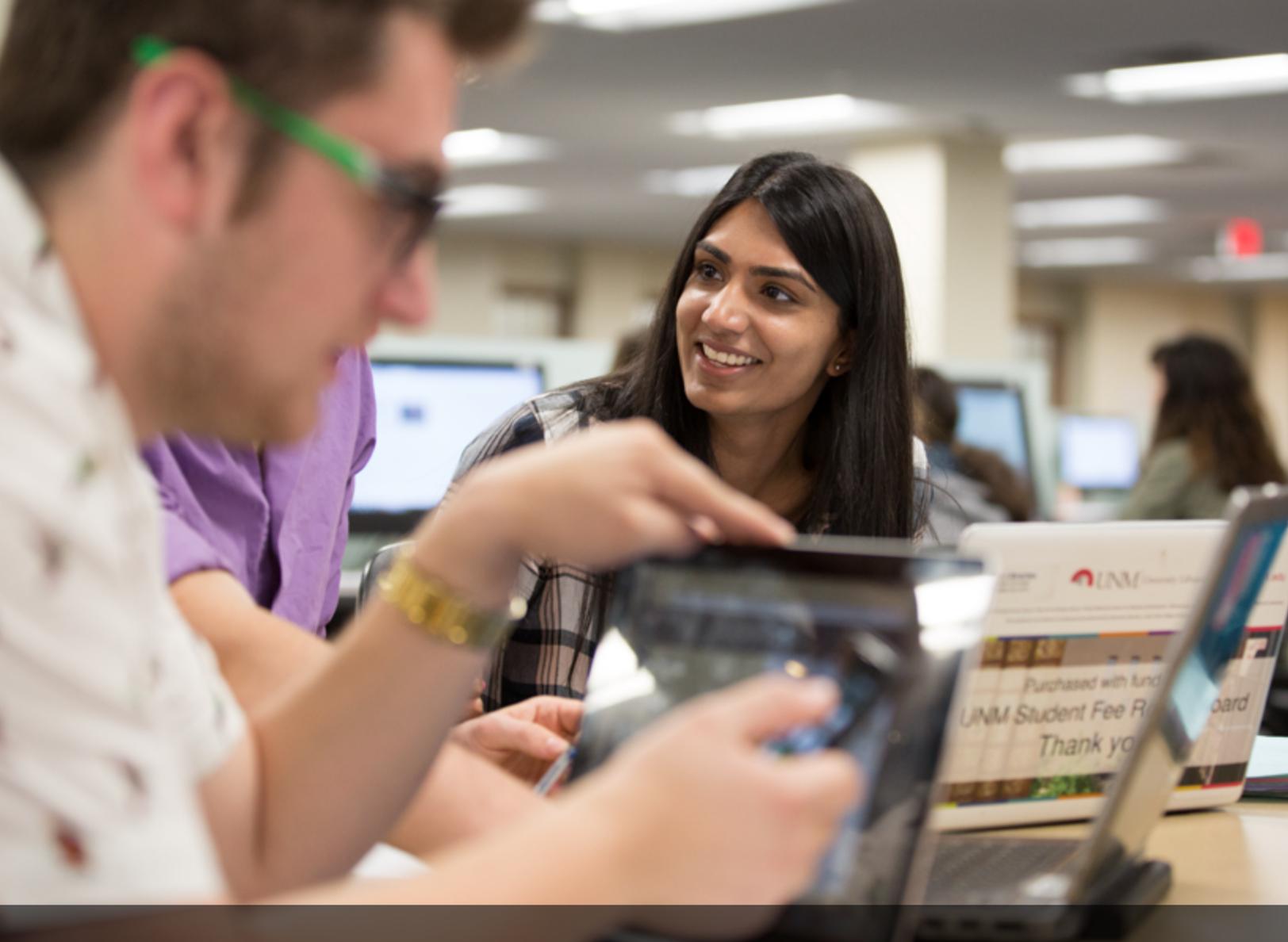
79.5%

**RETENTION OF FRESHMEN
GOING INTO SOPHOMORE YEAR
(5.4% INCREASE SINCE 2012)**



10%

**increase in doctoral degrees
awarded annually since 2012**



WHERE WE'RE GOING

Our alumni leave UNM prepared to tackle both academic and career challenges. They go on to study in some of the best graduate and professional programs, take jobs for some of the most influential companies, or even start their own. The momentum of this academic success attracts more students. Additionally, we will introduce new paths for students to obtain higher degrees, on all our campuses.

STRATEGIES AND OBJECTIVES

Increase timely degree completion

- Achieve four-year graduation above 20%

Grow targeted graduate programs

- 10% increase in enrollment in shared credit programs (concurrent undergraduate/graduate enrollment)
- Maintain growth in advanced practice RN and graduate medical education programs

Improve integration of the branch campuses with the main campus

- Increase degree completion and transfer rates at branch campuses

Promote Institutional Citizenship and Inclusive Excellence

UNM strives to engage people of all identities, and from all backgrounds, cultures, and communities to realize that they are capable of participating in all aspects of university life. These interactions will inform institutional strategy, practices, and culture, bridge campus to community, and build knowledge and capacity to solve complex societal challenges.

WHERE WE ARE

We are a community of unique perspectives and we embrace our differences. It is through our diversity in backgrounds, ideas, opinions and personalities that we are able to create, collect and spread knowledge. It is only through the open inclusion of these differences in our decisions and daily practices that we are able to achieve greatness. Still, we continue evolving our ability to balance our separate and collective identities to ensure UNM serves its mission while each individual feels at home in our UNM community.

LoboRESPECT

Respond Educate Support Prevent Empower Consent Train

Initiated the LoboRESPECT Initiative, taking a proactive approach to addressing issues of sexual misconduct and providing support to students, faculty and staff campus-wide





WHERE WE'RE GOING

We are building a diverse environment characterized by a respectful regard for each other and a responsibility to our community. We reflect on our past, serve our present, and strive to improve our future. This means addressing the many complex issues facing universities head-on, committed to preserving our freedom of inquiry within an environment of inclusiveness and respect.

STRATEGIES AND OBJECTIVES

Promote a campus climate of inclusiveness and respect

- 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
- Continue dialogue and develop recommendations on potential modifications to the UNM seal
- Use “best practice” recruiting toolkit developed in fiscal year 2016 to improve recruitment of underrepresented students
- Develop inclusive excellence scorecard and report baseline data

Integrate community engaged teaching, learning, and scholarship throughout UNM

- Coordinate among academic departments to enact a robust community internship program

Enhance Health and Health Equity

UNM strives to improve public health and health care to the populations we serve by working with community partners to advance health and health equity in New Mexico, and providing an excellent education in the health sciences with a focus on the priority health needs of our communities.

WHERE WE ARE

Our School of Medicine, College of Pharmacy, College of Nursing and new College of Population Health are here to provide our students with the opportunity to get an exceptional education and the people of New Mexico with the highest quality of health care.

Being the #1 health care provider in a state with more than two million people is no easy feat. It requires constant innovation, top-level research and a wealth of compassion for all of our community members. Our schools, hospital and health partners provide quality care for thousands of people, in many cases, through entire lives.



\$88,000,000

Clinical Translational Science Center funding

MORE THAN DOUBLED SINCE 2012



5,878

patients transferred
into UNM Health
System from other
community hospitals

1 OF ONLY **29**

Institutions with a
NCI-DESIGNATED
COMPREHENSIVE
CANCER CENTER,
and a NIH-FUNDED
CLINICAL AND
TRANSLATIONAL
SCIENCE CENTER

\$164.5

MILLION

in Health Sciences
Center extramural
research funding



WHERE WE'RE GOING

We are the primary source for health care and health advancement in our state. Our community knows that. They turn to us to solve the greatest health challenges we face. Now, more than ever, we must enhance our practices and programs to meet people's health needs in a rapidly changing health care industry.

STRATEGIES AND OBJECTIVES

Improve health and health care for those we serve

- Initiate a comprehensive community health workers program

Build the health care workforce of New Mexico by providing a premier education

- Update state report on workforce shortages and recruitment strategies
- Initiate Population Health bachelor's degree program in fall 2016

Foster innovation and translate our research and discoveries into clinical and educational practice

- Recruit at least one basic science researcher per year in an area that complements health and biomedical education and clinical efforts
- Finalize plan and begin implementation of a small business partnership initiative, modeled on the Cleveland University Circle, to support and grow local vendors for hospital services and supplies
- Develop new joint Main Campus - Health Sciences Center educational programs

Advance Discovery and Innovation

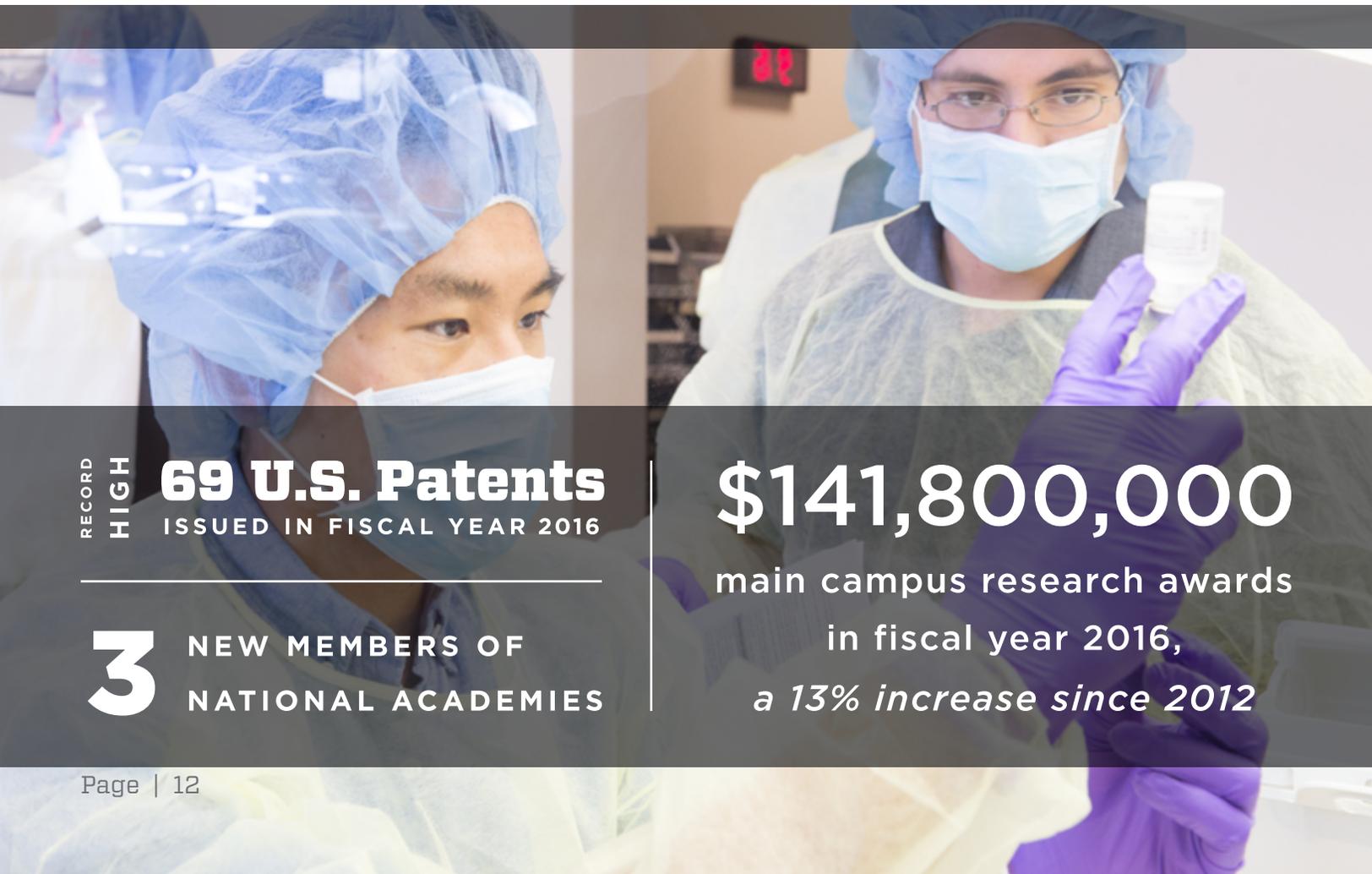
UNM strives to promote collaborations between university researchers and industry partners to further cutting-edge research and strengthen our research enterprise, and to advance knowledge and integrate student learning with innovation.

WHERE WE ARE

UNM is one of the nation's leading research universities, ranked 82nd among US universities by the Center for World University Rankings and 66th among US public universities by the Center for Measuring University Performance. With over \$300 million in contract and grant funding, people turn to us for the answers to some of the world's most complex questions. So, we work rigorously to find solutions.

This University was founded to create opportunities through education, improve the health and welfare of the people of New Mexico, and to be a leading source of high-quality scholarship and cutting-edge research. We are a constant source of information and innovation recognized across the country and around the world.

The research done by our faculty, staff and students is shaping the world we live in, in areas like neuroscience, enzymatic fuel cells, photonics, anthropology, materials science and environmental resources, to name a few.



RECORD
HIGH

69 U.S. Patents
ISSUED IN FISCAL YEAR 2016

3

NEW MEMBERS OF
NATIONAL ACADEMIES

\$141,800,000

main campus research awards
in fiscal year 2016,
a 13% increase since 2012



WHERE WE'RE GOING

UNM will continue to enhance its research excellence, such that its culture of scholarly creativity, discovery, and innovation is recognized internationally and is a source of inspiration for all New Mexicans. Our collaborative relationships with national laboratories benefit UNM and our nation. Through stronger partnerships with these research enterprises, our students will have more learning and career opportunities, and our society will advance more rapidly.

STRATEGIES AND OBJECTIVES

Position UNM as a 21st century leader in research

- Enact a comprehensive research strategic plan that significantly enhances UNM's capacity and competitiveness in world class research and creative activity

Grow external financial support for research, scholarship, and creative activity

- Build on the renewed Clinical Translational Science award and Cancer Center grant to continue the trend of growth in Health Sciences Center extramural funding

Maximize research opportunities by fully leveraging collaboration with the region's national labs

- Advance the proposal for Sandia National Laboratories management contract
- Increase the number of shared professorships with the National Labs

Ensure Financial Integrity and Strength

UNM operates in the context of a modern economy, raises funds through innovative mechanisms and judiciously invests them, utilizing strategies that address financial and market realities in higher education.

WHERE WE ARE

As the landscape of higher education in America continues to evolve, universities across the country are struggling to keep up economically. Our efforts to reduce budgets, grow investments and raise new funds have kept UNM financially stable despite this challenging fiscal environment.

Our financial success is marked by record highs in fundraising and endowment growth. This momentum reflects the dedication of our faculty, staff and students to the success of this institution and the excellent education it provides.

\$12+ MILLION

in spending reductions and reallocations on main campus

RECORD HIGH **\$90 million**
in annual fundraising



20% Growth

Endowment market value
since fiscal year 2012





WHERE WE'RE GOING

We have carefully evaluated our expenses institution-wide and implemented cost-cutting practices across the board. Financial solvency is critical. Without it, we cannot pursue our mission.

Our current financial challenges present an opportunity to redefine efficiency on our campus. They have pushed us to evolve our budget process and consolidate in ways that make sense operationally. This provides a sustainable foundation for us to serve our community, maintain access for our student body and improve the quality of our services.

STRATEGIES AND OBJECTIVES

Develop a diversified, sustainable financial model to support the goals, mission and values of the University

- Utilize the “Tuition Share” budget allocation process to incentivize revenue growth and quality improvement
- Continue administrative coordination, integration and consolidation between the Main Campus and Health Sciences Center
- Reactivate Lobo Development Corporation and increase real estate development activity

Ensure regulatory compliance and maximize safety on our campus while controlling cost

- Continue reorganization and integration of compliance organizations for increased effectiveness and efficiency

Continue building the UNM endowment

- Grow endowment to \$480 million by 2020
- Achieve annual fundraising goal of \$80 million

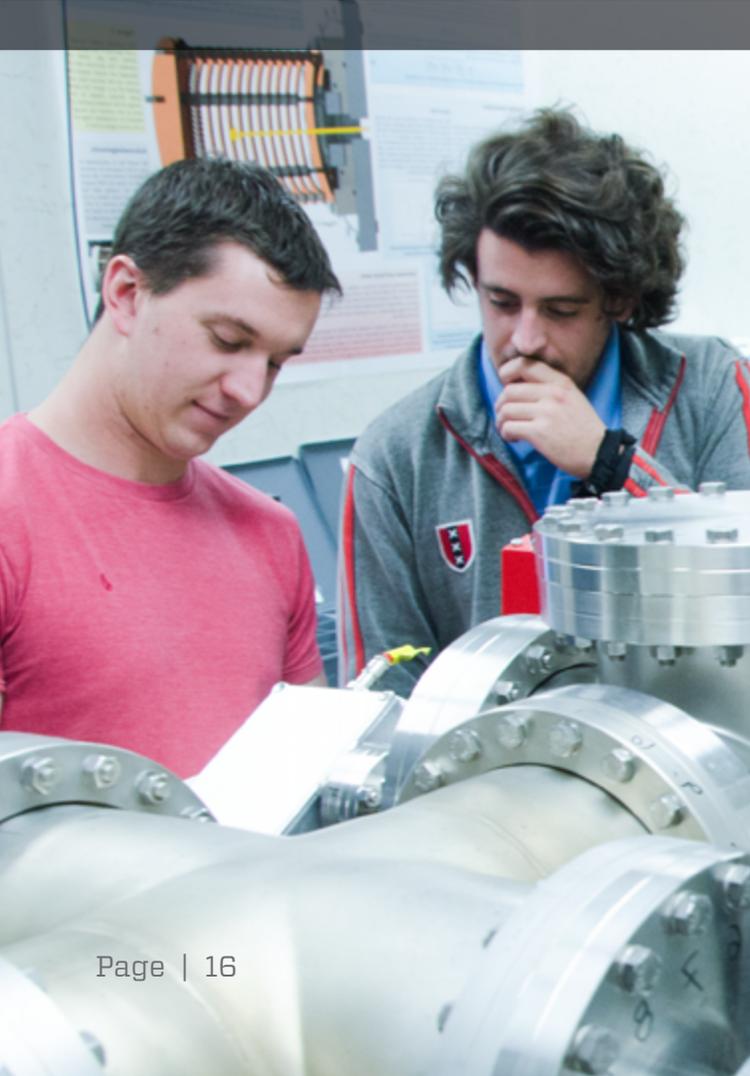
Advance and Accelerate Economic Development

Create public-private partnerships that build a sustainable future and strengthen the state's economy through engaged education, collaborative research, workforce development and the acceleration of new technologies to market. Alongside faculty, students participate in innovative projects that prepare them to become the next generation of entrepreneurs.

WHERE WE ARE

Research and innovation serve two necessary goods: the good of the people and the good of the economy. Discoveries at UNM improve lives. We are finding cures and solutions, and the commercialization of these discoveries has a tremendous economic impact.

Innovate ABQ, the Innovation Academy and dozens of research centers and business partnerships are creating entrepreneurial opportunities like never before. UNM students are starting businesses before they even graduate. UNM faculty members are turning patents into companies, creating solutions we never thought possible.



\$9 MILLION

income from technology license
& patent reimbursements since 2012

2,200

students taking
innovation classes

232 Innovation
Scholars

INNOVATION ACADEMY

39 Start-up companies since 2012



The Lobo Rainforest Building at Innovate ABQ opening fall 2017

WHERE WE'RE GOING

UNM is an economic driver for the state and one of the largest contributors to the Albuquerque economy. Leading the development of Innovate ABQ, Albuquerque's innovation district, will not only make UNM a destination university; it will make our city a national leader in innovation.

Our institution has a proven record of excellence in commercializing research. We facilitate business development. And by attracting some of the greatest minds from around the world, UNM will continue being a catalyst for economic growth throughout our state and region.

STRATEGIES AND OBJECTIVES

Lead the advancement of New Mexico's innovation economy

- Begin construction on initial Innovate ABQ building and remain on track for fall 2017 completion
- Complete Innovate ABQ phase 2 master plan and begin sanctuary renovation

Enhance UNM's culture of entrepreneurship through the Innovation Academy and related programs

- Grow Innovation Academy to more than 500 Innovation Scholars
- Enroll equivalent of 350 students in partnership with Disney College Program

THE UNIVERSITY OF NEW MEXICO

OFFICE OF THE PRESIDENT

REVISED SEPTEMBER 6, 2016