

# UNM 2020

STRATEGIC PLAN FINAL REPORT



THE UNIVERSITY OF NEW MEXICO





SOME PHOTOGRAPHS DISPLAYED IN THIS PUBLICATION  
WERE TAKEN PRIOR TO THE COVID-19 PANDEMIC.





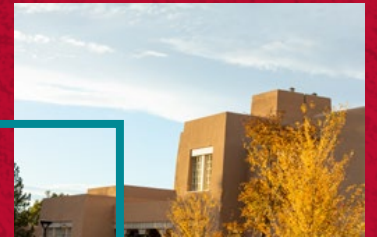
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# EACH OF US **DEFINES** ALL OF US



**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.**







## WHERE WE ARE ... AND WHERE WE'RE GOING

With so much hard work behind us—and plenty more still before us—it is my pleasure to share with you the final report of our UNM 2020 Strategic Plan.

What a year it has been. Throughout 2020, we endured one of the most disruptive eras in the history of our university—and our nation. From a global pandemic to a summer of social unrest, the past twelve months have challenged us to improvise and adapt, and change not only how we contemplate our future, but also how we get there. Even through the unexpected, our strategic plan has been a reliable roadmap for guiding The University of New Mexico out of the darkness that was 2020 and purposefully into the light of a brighter future.

As New Mexico's flagship university—and the only Research 1 institution in the state—UNM is home to transformative, cutting-edge research, smart and compassionate health care providers, and brilliant, dedicated faculty and staff serving the educational needs of one of the most curious and diverse student bodies in the nation. We also celebrate a campus culture that embodies diversity, even as we take pride in our unity. And with four branch campuses and collaborative relationships with communities across the state, we're shaping the landscape that makes New Mexico a great place to live, work, learn and grow.

While COVID-related challenges forced us to rethink the way we approached our strategic plan for both 2020 and the coming years, you'll still find plenty of good news in these pages. As we move into the next decade and beyond, we're taking what we consider an innovative, tiered approach to our planning, launching a short-term plan to Bring Back the Pack that will take us through mid-2022. During this time, we will craft our comprehensive multi-year plan to build the future of our institution, UNM 2040, which will guide our university toward the middle of the 21st century.

I want to thank all those in the Lobo community who have supported us through this extraordinary year. There are challenging days ahead as we turn the corner into a post-pandemic world—but we are all in this together. With you at our side, Lobos will always continue to lead the way.

Garnett S. Stokes  
President



# Become a Destination University

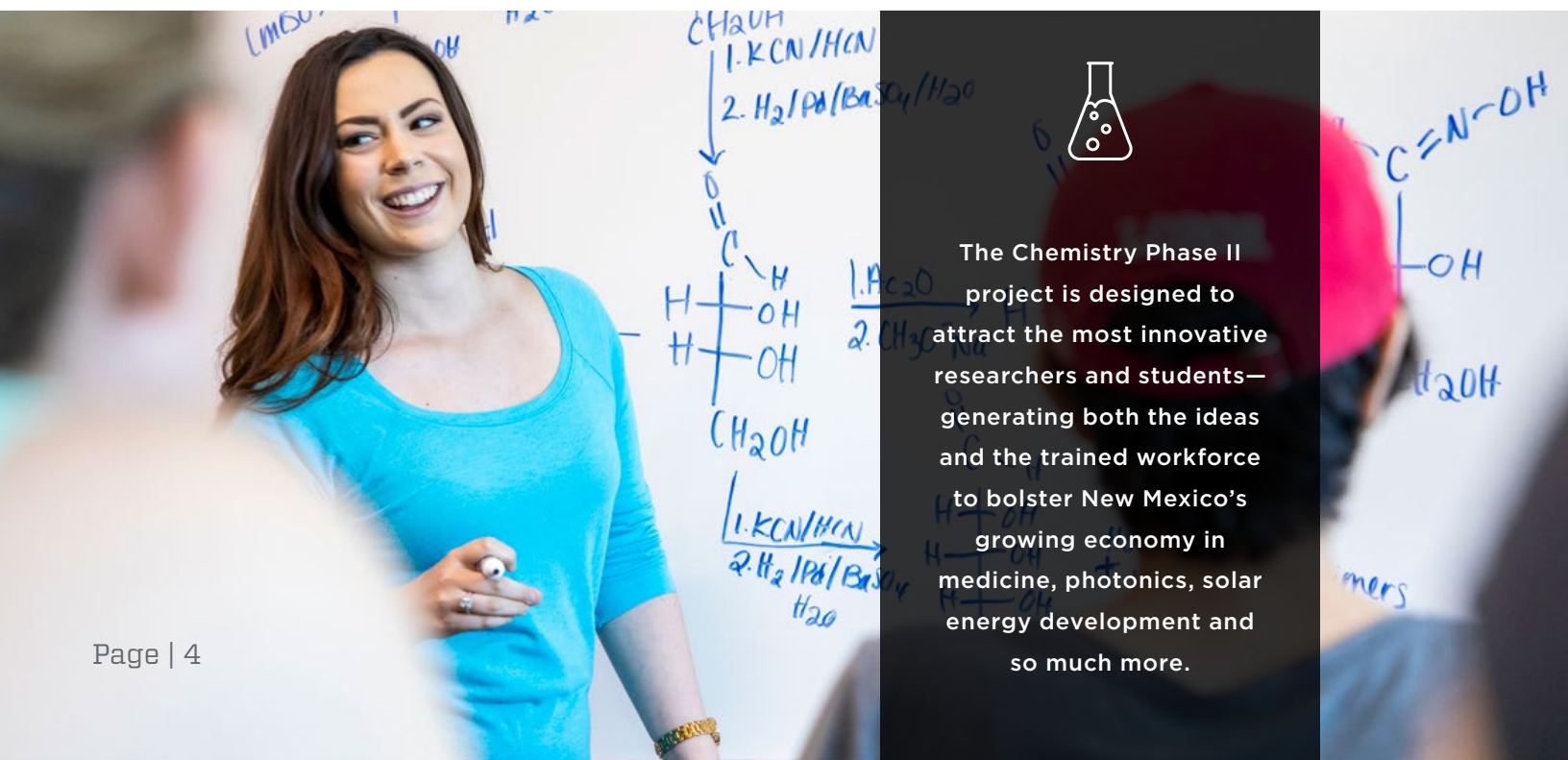
*Be an institution that is recognized and sought out by students and faculty globally for its cultural, academic and research distinction. This will be reflected in a diversity of people, ideas, programs and places.*

## WHERE WE ARE

In Fall 2020, UNM hosted over 1400 international students from more than 100 countries around the globe who came here to pursue an education. Our Global Education Office advocated on behalf of international students impacted by several U.S. Presidential orders, which rapidly changed immigration regulations, and worked with our faculty/departments to comply with new enrollment policies imposed during the COVID-19 pandemic. We hosted more than 120 inbound exchange students representing 20+ different countries at a time when many students at similarly-challenged colleges and universities withdrew from their programs.

Clearly, global outreach efforts are vital. We know, too, that student experience is critical for attracting and retaining all students. By constantly improving our campus infrastructure, UNM is more attractive to high-achieving students and will be more resilient from the economic challenges during post-pandemic recovery.

We invite you to our oasis in the desert, where we are constantly working to better serve our students with state-of-the-art facilities. The Johnson Center Expansion & Renewal (JCER) project rejuvenated the sports, recreation and physical studies hub by adding a new South Gym, multipurpose fitness rooms, weight training and cardio fitness equipment, indoor running/walking track, indoor cycling, expanded Bike and Outdoor Adventures Shop and new east entrance with lobby and social spaces. Workout areas have been modernized to provide a more interactive workout experience. This project completely re-energized the University's largest recreational facility on campus—not only for fitness activities, but also for educational studies and Lobo athletic team training.



The Chemistry Phase II project is designed to attract the most innovative researchers and students—generating both the ideas and the trained workforce to bolster New Mexico's growing economy in medicine, photonics, solar energy development and so much more.

**5.4%**  
**increase**  
IN FRESHMAN  
ENROLLED IN FALL 2020

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**1,400+ students & scholars**  
from more than **100**  
**countries.**

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**\$190,000,000+**  
in capital projects  
underway



Opened in Fall of 2020, the Physics & Astronomy and Interdisciplinary Science building (PAÍS) is a state-of-the-art, award-winning, high-research science facility—joining the Department of Physics & Astronomy with six data-driven research centers from across the College of Arts & Sciences to foster interdisciplinary collaborations—raising the University’s scientific profile and expanding the architectural legacy of our historic campus. Housing faculty from Geography & Environmental Studies, Biology, Earth & Planetary Sciences, Anthropology and Chemistry & Chemical Biology, this facility is designed to encourage collaborative innovation and research.

Chemistry Phase II renovations are well underway, providing amenities for cutting-edge teaching and research in the Chemistry and Chemical Biology (CCB) Department, with spaces for students to gather and study and housing new faculty offices. State-of-the-art laboratories are designed to support collaborations in bio-therapeutics, new electronic and photonic materials and solar energy. Modernized teaching labs will bring improved laboratories, student gathering spaces and a robust infrastructure.

Funded by local county bonds, the Valencia Campus Infrastructure project, currently under construction, updates areas of the campus for improved student experience and safety. The Student Union Building will be modernized, a new outdoor seating area connects the campus landscape to the dining and studying experience and the lecture hall will be renovated for contemporary learning, collaboration and accessibility. Additionally, the upgraded southwest entrance will make the campus more welcoming for both students and visitors.



## 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

With 200,000 UNM alumni around the world, we understand our students' needs for a successful and timely college experience and for a campus experience that supports the pursuit of excellence. Many Lobos have gone on to become industry leaders and game changers. By increasing our graduation rates year after year, we produce more lifelong Lobos—and make an even greater impact on the world around us.

Our Alumni Association's response during the COVID-19 pandemic was awe-inspiring, with Operation Clean Paws distributing hand sanitizer to our community, the Lobo Love Campaign providing information and support to alumni, Green Chile Roast by Post mailing thousands of jugs of green chile to alums around the globe—raising over \$17,000 for chapter-sponsored scholarships in the process—and hosting a Community Connector vodcast series on race relations, equity and inclusion.

Clearly, the UNM learning experience is about much more than granting degrees. It's about giving students the opportunity to overcome barriers, and the grit to persist; it's about providing the experiences of exploring and meeting challenges, as well as the skills to transform their world.

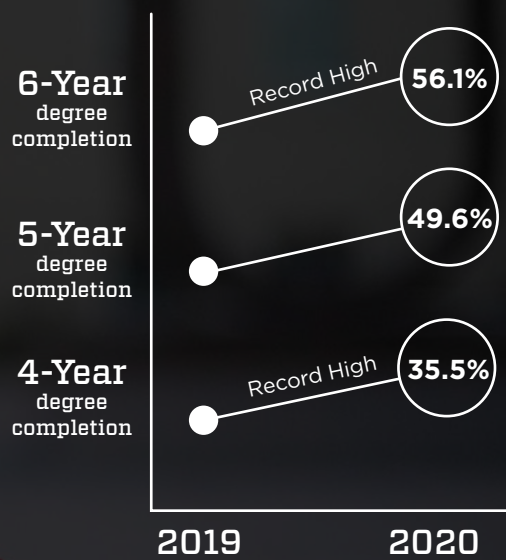
Whether students graduate with a bachelor's degree in four years or follow a less direct pathway, the University invests in their success. That investment includes a dedicated faculty whose teaching relies on cutting-edge research and enrichment opportunities offered by our Center for Teaching and Learning. It also includes a large well-trained staff of academic advisors and support professionals at our multiple student resource centers, and support ranging from computing services and extensive libraries to services provided by Student Health and Counseling.







# Record High Graduation Rates



UNM continues to improve its four-year and five-year graduation rate, while also designing strategies to retain students and facilitate transfers. We met the challenge of the COVID-19 pandemic by focusing on health and safety and facilitating access to courses and services. We provided faculty with training on remote teaching and learning and maintained our commitment to beneficial advisor-to-student ratios. Whether we were providing extensive mental health services, initiating a long-term laptop loan program, expanding financial support or implementing a more flexible grading policy, we at UNM worked overtime to ensure our faculty, students and staff had the support and resources needed to adapt to a “new normal” under COVID-19, and succeed in the classroom—and beyond.

New deans at the Anderson School of Management, the College of Architecture and Planning, the College of Education and Human Sciences, and the College of Fine Arts, as well as a new executive vice president at our Health Sciences Center, have energized our academic leadership partnership, enhancing existing collaborations among veteran leadership in other colleges and schools. We have strengthened, modernized and created degree programs, establishing partnerships between our colleges and branches, Central New Mexico Community College, local businesses and the national laboratories to respond to economic development needs and new knowledge. Meanwhile, improvements in the virtual environment of the University—user-friendly platforms and websites—are keeping pace with the new buildings going up on our campuses and transforming the physical environment.




## 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

At UNM, “each of us defines all of us” is more than a motto; it’s a way of life. We are a community of unique perspectives that takes strength in our diversity, and pride in our unity. It is through our diversity in cultures, backgrounds, ideas, opinions and personalities that we are able to create, collect and spread knowledge. But it is only through the open inclusion of these differences in our decisions and daily practices that we are able to achieve greatness.

With a long history of a strong commitment to diversity, equity, inclusion and culture, our goal is for this to be a place where all are welcome—where it’s safe to pursue unconventional dreams, express differing views and challenge the status quo. We are always working to support our diverse faculty, staff and students—and this year, the COVID-19 pandemic put us to the test in ensuring that everyone had the opportunity to excel.



UNM is among the **most diverse campuses in the country**—it is something we value greatly and is in the core of who we are as a university.







## Enhance Health and Health Equity

*The UNM Health Sciences Center improves health and health care of the populations we serve. Working with community partners, we provide exceptional education in the health sciences, advance health discoveries and innovation in the most important areas of human health, and ensure that all populations in New Mexico have access to the highest quality health care.*

### WHERE WE ARE

Our schools, hospitals and clinics provide the people of New Mexico with the highest quality education and care. Our research advances knowledge and brings state-of-the-art care to New Mexico. Being the leading health care provider in a state with more than two million residents is no easy feat. It requires constant innovation, top-level research and a wealth of compassion for all of our community members. This year, the COVID-19 pandemic posed new and seemingly insurmountable obstacles, but our faculty, staff and students quickly rose to this challenge to effectively and compassionately serve the people of our state.



 **85**

COVID-19 research studies  
conducted at UNM  
Health Sciences Center

**65** NEW  
COMPANIES

spun off from Health Sciences  
discoveries since 2002

**211** U.S. PATENTS  
ISSUED

from Health Sciences  
discoveries since 2001

  
**40+**

health care academic  
programs offered



Clinical & Translational Science Center added

**\$155,000,000**

to HSC research mission growth since 2012

**\$206,000,000**

in Health Sciences Center fiscal year 2020  
extramural research funding

*(12 of 13 consecutive years have shown record annual growth)*

**900+**  
cutting-edge  
research projects

The University of New Mexico Health Sciences Center (HSC) has never more reflected our motto of “delivering more” than during the COVID-19 pandemic. More than 12,000 New Mexicans tested positive for the coronavirus by Summer 2020. Thanks to a robust plan and our partners at TriCore, New Mexico was a national leader in testing availability and turnaround time for results.

We joined closely with our partners at other large health care organizations in New Mexico and working with the state’s Medical Advisory Team, were able to mitigate what could have been overwhelming hospitalizations. These partnerships ensured every patient got the quality care they needed.

The Health Sciences Center educational mission led the way in operating a COVID-19 hotline through the College of Pharmacy. The School of Medicine organized and deployed faculty and learners to help shore up critical staffing, and the College of Nursing was instrumental in continuing to ensure our students were able to graduate and enter the workplace during such a critical time. We also saw a new focus on our youngest college, the College of Population Health, with more interest in this field’s critical role during a pandemic.

UNM Hospital, the state’s only Level 1 Trauma Center, and UNM Health played an integral role in our community’s health. Working with our partners at the City of Albuquerque and the state to target clusters of outbreaks, we provided outreach to vulnerable members of our community and ensured families could stay connected during a COVID-19 hospitalization.



## 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, ranking 101st among U.S. universities by the Center for World University Rankings and 61st among U.S. public universities by the Center for Measuring University Performance. People turn to us for the answers in some of the world's most complex questions. Accordingly, 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. Our faculty pursue the basic research that underlies new inventions and technologies, and collaborate with researchers around the world—driving creativity, innovation and discovery—in areas like supermassive black holes, preservations and translations of rare languages, water quality and resources, gamma rays, quantum information, geologic processes, spacecraft robotics and molecular genetics, to name just a few. Our research community also answered the call of the challenges of the COVID-19 pandemic,

In 2020

**130**

UNM STUDENTS  
WORKED AS SUMMER INTERNS AT  
**LOS ALAMOS**  
NATIONAL LABS

**46 U.S. Patents**  
ISSUED IN FY19-20

**\$310,000,000**

in research awards across all  
campuses in FY20



from the creation of unique personal protective equipment (PPE) for statewide healthcare workers to implementing testing and vaccination distributions for the safety of our community.

Our dedication to improving lives in New Mexico is cemented in three Grand Challenges that will build upon the expertise, commitment and focus of our faculty and staff to address three of the state's most important issues. As a UNM presidential initiative, these research projects will leverage partnerships with other researchers, communities and stakeholders around the state to focus on Sustainable Water Resources, Substance Use Disorders and Successful Aging.

## Grand Challenges



### Sustainable Water Resources

Researching resilient and innovative water usage in New Mexico.



### Substance Use Disorders

Connecting science, community and policy to empower New Mexicans to prevent and overcome substance use disorders.



### Successful Aging

Developing new insights and strategies to help older New Mexican adults live independently and longer.

» [GRANDCHALLENGES.UNM.EDU](https://grandchallenges.unm.edu)



## Ensure Financial Integrity and Strength

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

### WHERE WE ARE

As the landscape of higher education becomes increasingly rockier and more challenging during the COVID-19 pandemic, universities across the country are struggling to keep up economically. Despite this challenging fiscal environment, UNM has remained financially stable, due largely to our efforts to reduce budgets, grow investments and identify, then raise, new sources of funding.

**\$115 million**  
in endowment market value  
**GROWTH**  
DURING THE STRATEGIC PLAN  
\$444.6 million at June 30, 2020



MORE THAN  
**\$94.5 million**  
in annual fundraising







The University of New Mexico achieved a key milestone this year when we concluded the Changing Worlds 2020: The Campaign for UNM fundraising initiative, which raised more than \$1.16 billion over the course of the past 14 years. The Campaign for UNM exceeded its ambitious fundraising goal of \$1 billion, thanks in no small part to combined gifts from a large and generous extended family of UNM supporters.

These donations have already planted seeds that are beginning to grow across UNM in the form of scholarships and financial aid to help our students, grants to help our faculty, labs and centers devoted to discovery, improved care for clinical patients and enhanced programs for neighboring communities across New Mexico.

What does record-setting generosity mean? It means a new state-of-the-art oxygen sensor, so that children with cerebral palsy, scoliosis and other musculoskeletal disorders no longer have to travel to Arizona or Colorado for therapy. It means endowed scholarships, so students studying the French horn, pharmacy, engineering, the cello, chemistry or bilingual education can worry less about money and more about their studies. It means a donation to the UNM Office for Community Health, so that people living along the San Juan River in northwestern New Mexico will have access to fresh produce and healthier food. It means a boost for our Anderson School of Management's New Mexico for Good initiative to encourage students to pursue socially responsible business ventures. And it means one undergraduate student living with a disability will receive tuition assistance, honoring the legacy of an alumna who navigated our campus as a student who uses a wheelchair.



## 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. UNM research discoveries are fostering cures and creative solutions that drive knowledge, improve lives and enrich the experiences and futures of our students and communities. We're also having a very real economic impact in communities around the state and around the world.







The newly renamed UNM Rainforest Innovations (formerly STC.UNM), the Innovation Academy, the Health Sciences Center, our research centers and business partnerships are creating entrepreneurial opportunities like never before. UNM students are starting businesses before they even graduate. Entrepreneurial opportunities are now extended statewide to all branch campuses and the public through the New Mexico Rainforest University Center program. Our scientists are receiving patents on technologies that didn't exist until they made them possible. A report from the Bush Institute and Opus Faveo ranks The University of New Mexico 2nd among mid-sized research universities for innovation impact productivity—a substantial national ranking for the University.

## Innovation Academy

**7000+ STUDENTS**

taking Innovation Academy courses as of 6/30/20



50% FEMALE COHORT



65% FIRST-GENERATION



50% STUDENTS OF COLOR

INCLUDING

**1000+ INNOVATION SCHOLARS**

**\$50+ MILLION**

in income from combined  
technology licenses and patent cost  
reimbursements in FY20



**73+**

student companies  
established as of 6/30/20





# OFFICE OF THE PRESIDENT

REVISED FEBRUARY 5, 2021