

UNM Strategic Plan

2019 REFRESH



THE UNIVERSITY OF NEW MEXICO





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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

It is my privilege to share with you the 2019 Refresh, chronicling the remarkable progress The University of New Mexico has made in meeting the ambitious goals of our UNM 2020 strategic plan. Working with countless leaders at the University and in our extended community, I'm proud of all we've accomplished — even as we know that much work remains.

As we move forward into the new decade, our vision for 2020 couldn't be clearer. This strategic plan isn't just a list of aspirations; it actually defines who we are as a university and where we're going. From preparing our students for lifelong success to enhancing health and health equity in New Mexico, none of these goals are too ambitious — or too detailed — for us to achieve.

UNM is one of the most diverse campuses in the nation, with a long history of equity, inclusion and embracing expansive cultural landscapes. As we say proudly: at UNM, each of us defines all of us. We believe strongly in empowering our students to celebrate their cultures and their communities — as designated by the Carnegie Classification of Institutions of Higher Education as a Doctoral University with very high research activity, we're providing a rigorous education that's preparing our next generation of leaders and innovators in communities around the state — and around the world.

As we've worked to meet the goals of this strategic plan, we've learned much about ourselves and our community. As we enter the final year of UNM 2020, I want to thank all those in the Lobo community who have supported The University of New Mexico. I'm grateful for your encouragement and enthusiasm as we've served you through our mission of education, innovation, health care and community development. I'm pleased we're already engaging with our communities to begin work on our next comprehensive strategic plan — we couldn't do it without you.

UNM 2020 is truly our gateway to an even brighter future for The University of New Mexico. Working together, I can't wait to see what the next decade — and beyond — has in store for UNM and all of our Lobos.

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

There are students from 100 countries pursuing an education at The University of New Mexico and we send over 750 Lobos abroad each year to study in 45+ different countries around the globe. By increasing global outreach efforts while also improving campus infrastructure, our institution is more attractive to high-achieving students.

We invite you to our oasis in the desert, where we have recently opened multiple brand-new state-of-the-art facilities. The Physics & Astronomy and Interdisciplinary Science building (PAÍS) is a high-research science facility — bringing together 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. The center houses faculty from Geography & Environmental Studies, Biology, Earth & Planetary Sciences, Anthropology and Chemistry & Chemical Biology, serving as a hub of collaborative innovation and research.

The Anderson School of Management opened its new McKinnon Center for Management in Fall 2018, giving students access to over 60,000 square feet of space designed to emphasize student-focused services such as high-tech classrooms, experiential learning spaces, a technology center, career planning and placement center, behavioral research lab, marketing center and collaborative and private study rooms. The building was named one of the 50 Most Beautiful Business Schools by Top Management Degrees in 2018 and was awarded the Albuquerque Chapter of the American Institute of Architects (AIA) 2019 Merit Award for Design Excellence.

Our Honors College has a new home featuring signature areas within the newly-renovated Anderson School of Management. The Honors Adobe Creative Flexible Classroom contains state-of-the-art equipment to enhance student experiences, and the Honors Forum is a space designed to showcase exemplary creative activity and student research projects.

The new Taos Branch Campus STEM building houses a Mathematics Learning Lab, current technology and professional learning support resources. The remodeled STEM-H Technical Career Center provides tutoring and educational assistance services. Faculty offices within the building make tutoring easily accessible for students.

Designed to support student success through healthy lifestyle choices, the Johnson Center Expansion & Renewal (JCER) project is well underway, with construction scheduled to be complete in Spring 2020. The project integrates expanded fitness activities, social spaces and upgrades to existing amenities and overall user experience.





\$20,000
IN SCHOLARSHIPS
GENERATED ANNUALLY BY THE
**UNM PASSPORT
CENTER**



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

\$109,600,000+
IN CAPITAL PROJECTS UNDERWAY

WHERE WE'RE GOING

UNM is a destination university. We are one of a handful of U.S. flagship universities designated as a Hispanic Serving Institution, as well as New Mexico's only R1 University as designated by the Carnegie Classification of Institutions of Higher Education as a Doctoral University with very high research activity. 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

- Develop and implement an international student recruitment strategic plan
- Develop initiatives with branch campuses related to completion and educational programs that will open new markets
- Begin development of initiatives to recruit, retain and graduate military veterans and others who have provided public service

Optimize faculty and staff work environment for satisfaction and success

- 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
- Continue implementation of main and branch campus IT, phase 2 reorganization
- Continue to develop and implement low-cost or non-monetary rewards and recognition programs to improve faculty morale
- 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 as well as purchase institutional membership for NCFDD and create an NCFDD Faculty Success Program scholarship for faculty at UNM

Implement capital renewal for campus modernization and revitalization

- Maintain schedules (on-time, on-budget) for projects underway: Physics & Astronomy and Interdisciplinary Science, Johnson Center Expansion & Renewal, Smith Plaza, Honors College, Natural History Science Center, Coronado Hall and UNM Taproom

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

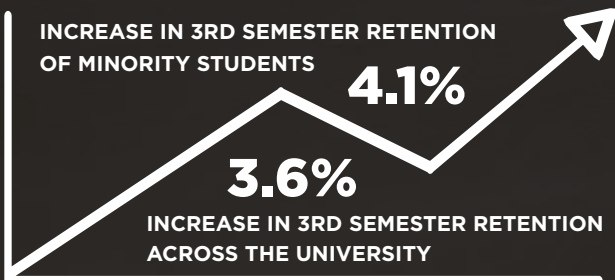
With the number of current UNM alumni approaching 200,000 around the world, we understand our students' needs for a successful and timely college experience and a campus that supports the pursuit of excellence. Many Lobos have gone on to become industry leaders and world changers. By increasing our retention and graduation rates, we are making an even greater world impact by producing more lifelong Lobos.

We've redesigned some of our degree plans, and implemented and enhanced the support services available to all students. Centers for Student Success in our schools and colleges help students move toward graduation through holistic support and the provision of co-curricular experiences that promote belonging and deep learning. And it's working — retention into the second year is growing for every student demographic and our graduation rate is on a steady upward trajectory.

UNM's Innovation Academy allows students to pursue their interests in innovation, creativity and entrepreneurship — building their enterprise while completing their degree program with world-class support from a research university that is truly interested in their success.

The UNM learning experience is about much more than simply granting degrees. It's about creating students who will be successful leaders in any adventure they undertake post-graduation, contributing to the communities of New Mexico and the world. We help students become lifelong learners, prepared for almost any path they choose.

RETENTION RATES





Record High Graduation Rates

6-Year
degree
completion

2.3% increase

49.9%

5-Year
degree
completion

12% increase

48.5%

4-Year
degree
completion

16.9% increase

34.5%

2018

2019

WHERE WE'RE GOING

Our alumni leave UNM prepared to achieve not only in academic arenas, but also in career challenges and in life. They go on to study in some of the best graduate and professional programs, and take jobs in some of the most influential companies or start their own. We must keep the momentum of this academic success to matriculate more students. Additionally, we will introduce new paths for students to obtain higher degrees on all of our campuses.

STRATEGIES AND OBJECTIVES

Increase timely degree completion

- Continue to improve 3rd semester retention and graduation rates
- 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

Grow targeted graduate programs

- Work with branches to explore providing targeted graduate programs delivered at branch locations, where reasonable cohorts exist
- 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)

Improve integration of the branch campuses with the main campus

- Develop strategies to increase transfer rates from branch campuses, including supporting pilot bachelor's degree programs directed toward branch students
- Fully recertify general education courses

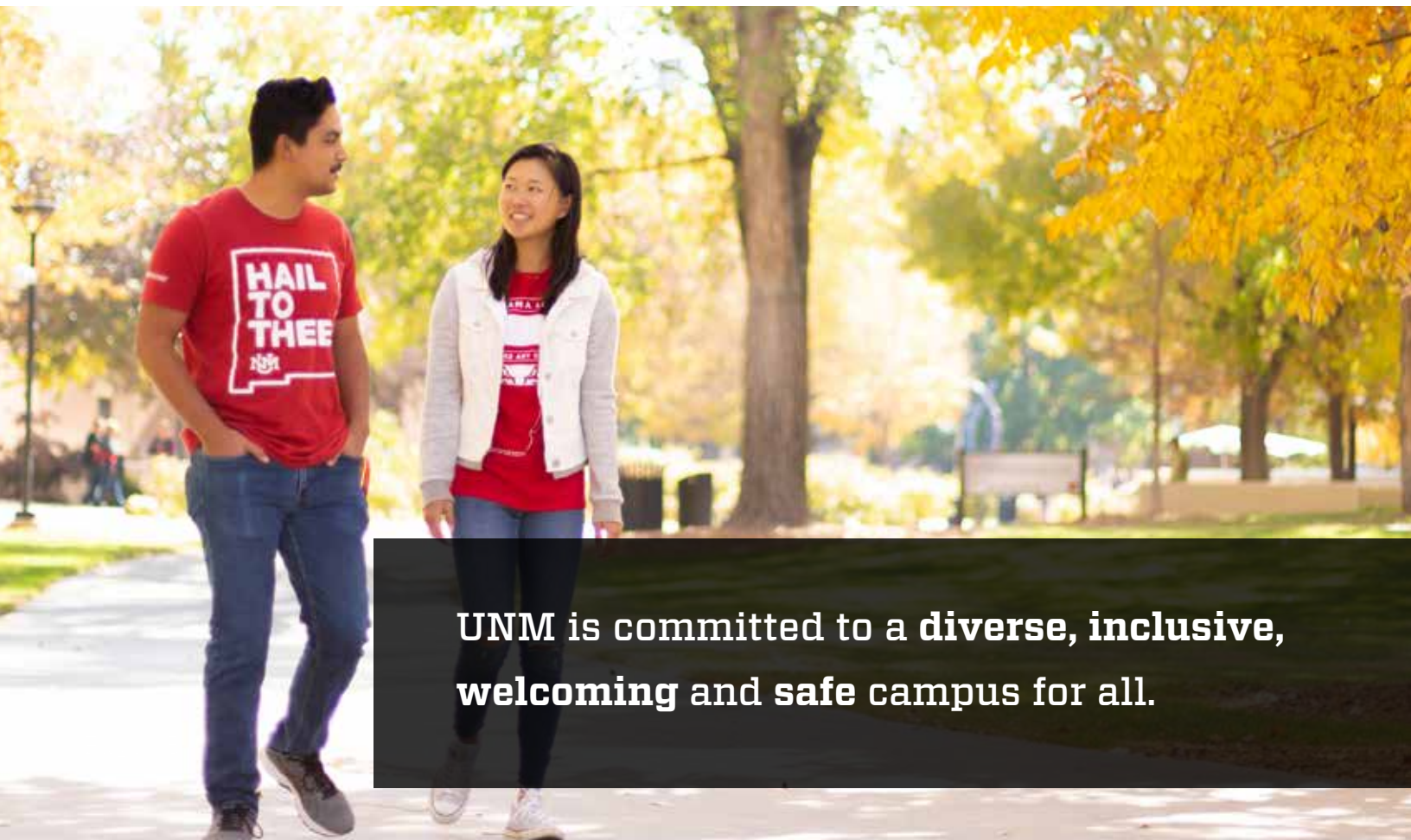
Promote Institutional Citizenship and Inclusive Excellence

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. We are a community of unique perspectives and embrace our differences. 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.

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. With a long history and 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 dreams, express differing views and challenge ideas. 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 community.



UNM is committed to a diverse, inclusive, welcoming and safe campus for all.



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, while also being 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 strategic plan that advances the reduction of sexual violence, promotes racial and cultural tolerance, and encourages free and respectful dialogue
- Continue dialogue, develop and implement recommendations regarding UNM's legacy symbols, artwork and building names
- Coordinate a Liaisons in Equity, Advocacy and Diversity (LEAD) Council
- Explore regularized campus climate surveys
- 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

Integrate community engaged teaching, learning and scholarship throughout UNM

- Assess structure and develop an assessment tool for effectiveness of our community internship programs

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 School of Medicine, College of Pharmacy, College of Nursing and College of Population Health offer students an exceptional education in the health sciences. Our hospitals and clinics provide the people of New Mexico with the highest quality of 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. Our schools, hospital and health partners provide high-quality care for thousands of people across the state.



23,809

behavioral health
patients treated at the
UNM Health System in 2019



40+

health care academic
programs offered



Clinical & Translational Science Center added

\$140,000,000

to HSC research mission growth since 2012

\$190,000,000

in Health Sciences Center fiscal year 2019
extramural research funding

(14 of 15 consecutive years have shown record annual growth)

900+

cutting-edge
research projects

WHERE WE'RE GOING

Our community relies on us for health care and health advancement in our state. 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 health needs in a rapidly changing health care industry.

STRATEGIES AND OBJECTIVES

Improve health and health care for those we serve

- Seek state funding for initiatives in successful aging, child wellbeing and behavioral health

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

- 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
- Complete UNM HSC Rio Rancho Campus program plans and building #2 design

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

- Produce and operationalize strategic plan for the New Mexico Bioscience Authority
- Submit renewal application for sustained funding of the Comprehensive Cancer Center

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 97th among U.S. universities by the Center for World University Rankings and 60th 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 collaborate with researchers around the world — driving creativity, innovation and discovery — in areas like supermassive black holes, technology transfer, gamma rays, quantum information, particle accelerator science, spacecraft robotics and molecular genetics, to name just a few.

\$310,400,000

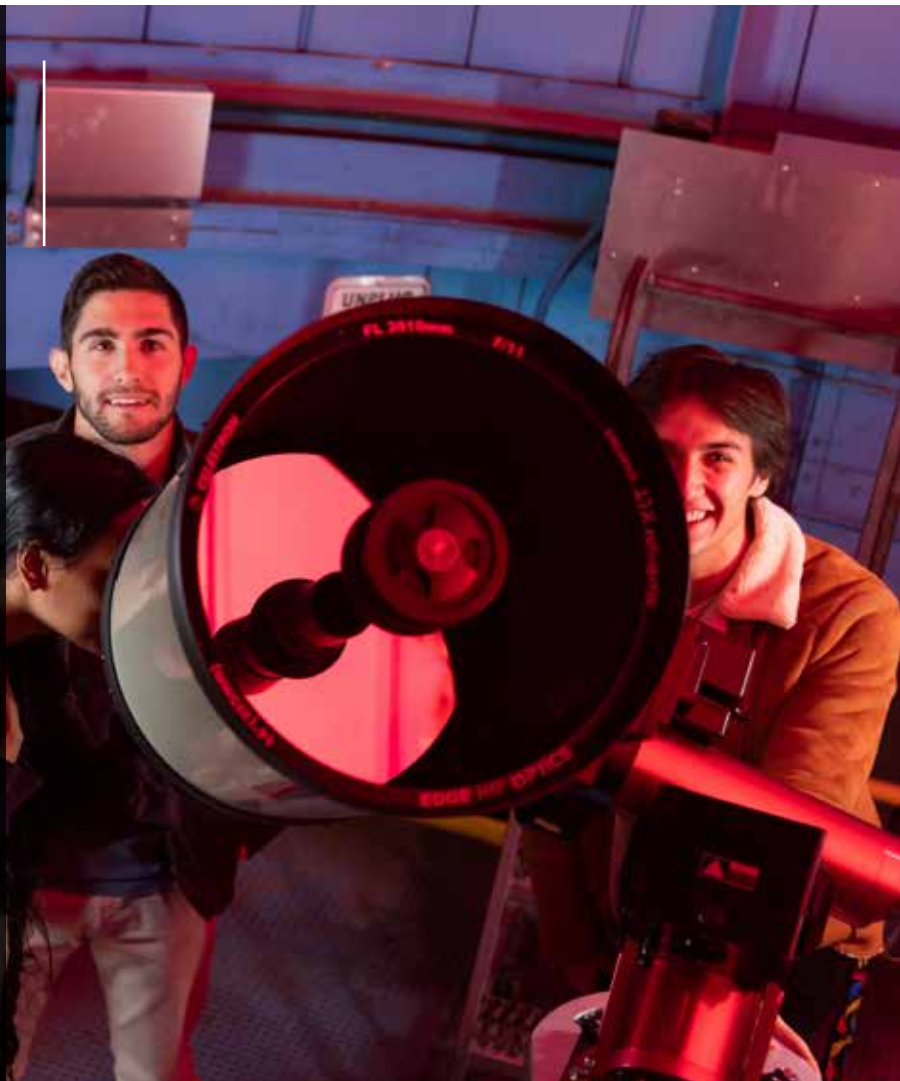
main and branch campus
research awards in FY19

IN 2019

150

UNM STUDENTS
WORKED AS SUMMER INTERNS AT
LOS ALAMOS
NATIONAL LABS

63 U.S. Patents
ISSUED IN FY18-19



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)

WHERE WE'RE GOING

UNM will continue to pursue research excellence — our culture of scholarly creativity, discovery and innovation is recognized internationally. Our collaborative relationships with national laboratories benefit UNM and our nation. Through stronger partnerships with these enterprises, our students will have more hands-on learning and career opportunities, thus pushing the advancement of research.

STRATEGIES AND OBJECTIVES

Enhance UNM's position as a 21st century leader in research

- Continue implementation of comprehensive research strategic plan for main campus
- Continue implementation and advancement of the UNM President's Research Grand Challenges Initiative

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

- Foster strategic interdisciplinary initiatives through support of new cross-cutting research areas that are aligned with national and state funding priorities

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

- Fully implement the National Laboratory Joint Appointment Program with Los Alamos National Labs
- Increase participation of other National Laboratories into the Joint Appointment Program

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 in the U.S. 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, who exemplify the success of this institution and the excellent education that it provides.



\$125 million
in endowment market value
GROWTH
EXCEEDING \$459 MILLION
for the first time in history



MORE THAN
\$101 million
in annual fundraising



UNM is leveraging talented administrative resources through the implementation of Finance, HR and IT shared services.

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 truly redefine efficiency on our campus. It has pushed us to evolve our budget process and consolidate in ways that make sense operationally. This provides the foundation for sustainability that is required 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

- 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

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

- 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
- 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

Continue building the UNM endowment

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

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 solutions that improve lives — the commercialization of these discoveries has a tremendous economic impact.

STC.UNM, the Innovation Academy, 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 never thought possible.

Innovation Academy

7000+ STUDENTS
taking Innovation Academy courses

■■■■■■■■■■ 50% FEMALE COHORT
■■■■■■■■■■ 65% FIRST-GENERATION
■■■■■■■■■■ 50% STUDENTS OF COLOR

INCLUDING
1000+ INNOVATION SCHOLARS

\$1.9+ MILLION
in income from combined
technology licenses and patent cost
reimbursements in FY19

11

start-up companies
created from faculty
research in FY18-19



Serving as a hub for innovation and research, the new **Physics & Astronomy and Interdisciplinary Science (PAÍS)** building is designed to facilitate cross-disciplinary collaboration that solves leading issues facing the world today.

WHERE WE'RE GOING

UNM is an economic driver for the state, contributing \$3.1 billion in economic output statewide. Our role in the development of 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 track record of commercializing research. We facilitate business development, and by attracting some of the greatest minds from around the world, UNM will continue to be a catalyst for economic growth throughout our state and region.

STRATEGIES AND OBJECTIVES

Lead the advancement of New Mexico's innovation economy

- Assist the leadership at Innovate ABQ in the development of an operational plan
- Continue with the development of the Innovate ABQ Site

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

- Evolve and develop a proposal for the institutionalization of the Innovation Academy



OFFICE OF THE PRESIDENT

REVISED JANUARY 29, 2020