

UNM Strategic Plan

2017 REFRESH







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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

Over the last 5 years, The University of New Mexico has made a structured and deliberate campus-wide effort to reach record achievements in the following areas:

1. Becoming a destination university
2. Preparing students for lifelong success
3. Promoting institutional citizenship and inclusive excellence
4. Enhancing health and health equity in New Mexico
5. Advancing discovery and innovation
6. Ensuring financial integrity and strength of the University
7. Advancing and accelerating economic development in our community

Together, we have accomplished a lot—significant improvement to campus facilities, increased student retention, increased 4-year degree completion rates, improvements in campus climate, increased research funding and fundraising, advances in economic development, and much more.

As we look back at our accomplishments, we must also look forward to the road ahead. There is still much to do, both within UNM 2020 and beyond. There is no limit to what we can achieve together, for our campus, community, and state.

Please join me in celebrating what we have accomplished and where we are going.

Chaouki Abdallah
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 98 countries pursuing an education at The University of New Mexico. 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 multiple facility projects underway, with more coming. We now offer 24/7 dining, in the newly renovated La Posada. Located in the heart of our residential neighborhood, it features facility upgrades, a new menu, and offerings for those with dietary restrictions.

Design of the new Johnson Center Expansion & Renewal project is wrapping up, with a scheduled construction start date in summer 2018. The project provides high quality, expanded social spaces and fitness activities, improves building entries and access to amenities, and supports student success through healthy lifestyle choices.

In addition to students who excel in their pursuit of higher education, our faculty and staff are dedicated to making UNM a place of excellence. It is important to us that the University is a great place to work and we are trying, in as many ways as possible during tough economic times, to show our faculty and staff we value them.




20% increase in enrolled students with **30 ACT** or higher



Our international students come from **98 COUNTRIES** and comprise about 5% of the total UNM population

\$216,000,000+
IN CAPITAL PROJECTS UNDERWAY



The **Smith Plaza** renovation will be completed summer 2018.

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 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

- Continue to fully implement an additional five wholly online degree programs by Fall 2018
- Develop an international student recruitment strategic plan

Optimize faculty and staff work environment for satisfaction and success

- Complete staff compensation study and approve resulting action plan
- Continue implementation of campus-wide IT reorganization
- Develop and gain approval for multi-year faculty compensation plan
- Continue to develop and implement low-cost or non-monetary rewards and recognition programs to improve faculty morale

Implement capital renewal for campus modernization and revitalization

- 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, and Smith Plaza)

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 alumni approaching 200,000, we understand our students' needs for a successful and timely college experience. Many Lobos have gone on to become industry leaders and world changers. By increasing our retention and graduation rates, we will make an even greater world impact by producing more lifelong Lobos.

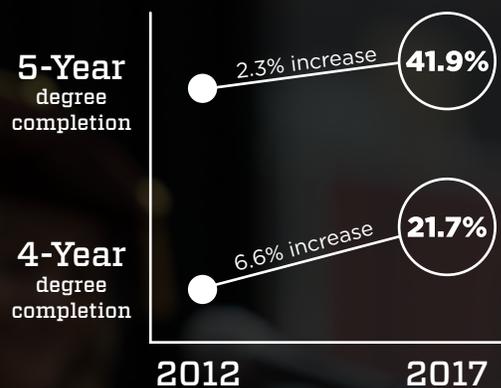
To make this possible, we've redesigned some of our degree plans, and implemented new and enhanced current support services available to all students. Programs like the Math Learning Lab make it possible for students to get the help they need to succeed academically. The Aim to Achieve initiative prepares and incentivizes a four-year path to graduation—and it's working. Our four-year graduation rate is on a steady and upward trajectory.

Our role is not simply to grant degrees, but to deliver the best educational tools, programs, and overall experience to every student enrolled here. We help students become lifelong learners, prepared for almost any path they choose.





Record High Graduation Rates



80%
RETENTION OF FRESHMAN
GOING INTO SOPHOMORE YEAR
(6% INCREASE SINCE 2012)

9% 
increase in 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, and take jobs in some of the most influential companies—sometimes even starting 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

- Achieve four-year graduation above 25%

Grow targeted graduate programs

- 10% increase in enrollment in shared credit programs (concurrent undergraduate/graduate enrollment)

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

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 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. A place 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 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
- Continue dialogue and develop recommendations regarding UNM's legacy symbols, artwork, and building names
- Complete assessment and begin implementation of Equity & Inclusion structure and objectives

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

WHERE WE ARE

Our School of Medicine, College of Pharmacy, College of Nursing, and College of Population of Health offer students an exceptional education in the health sciences and provide the people of New Mexico with the highest quality of health care.

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, hospitals, and health partners provide high-quality care for thousands of people across the state.



8,744

patients transferred to a
UNM Health System facility
in fiscal year 2017

1 OF ONLY **149**

Institutions with a
NATIONAL CANCER
INSTITUTE—DESIGNATED
COMPREHENSIVE
CANCER CENTER



Clinical & Translational Science Center added

\$111,100,000

to HSC research mission growth since 2012

\$204,000,000

in Health Sciences Center fiscal year 2017
extramural research funding

(13 consecutive years of record annual growth)

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

- Form a partnership between UNM Hospital and the Office of Community Health, to fund two health extension officers to address Native American health issues in Bernalillo County

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

- Update the state report on workforce shortages and recruitment strategies
- Hire two dermatology faculty to build the capacity needed to restart a dermatology residency
- Complete UNM West program plans

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

- Recruit basic science researchers to complement health and biomedical education and clinical efforts
- Develop a robust plan to attract high-quality research faculty
- Develop joint center for Gerontology between main campus and HSC
- Develop two new joint educational programs between main campus and HSC

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 82nd among U.S. universities by the Center for World University Rankings and 66th among U.S. 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 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 innovation and discovery—in areas like supermassive black holes, technology transfer, gamma rays, particle accelerator science, spacecraft robotics, and molecular genetics, to name just a few.

RECORD HIGH
74 U.S. Patents
ISSUED IN FISCAL YEAR 2017

\$142,500,000

main and branch campus research awards
in fiscal year 2017 (a 14% increase since 2012)





UNM is the only Cleared Defense Contractor in the U.S. to receive two DoD Defense Security Service Awards.

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

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

- Foster strategic interdisciplinary initiatives through support of new cross-cutting and cluster faculty hires and by identification of sources for seed investment to stimulate faculty success in extramural funding

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

- 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, 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, to the success of this institution and the excellent education that it provides.

\$14.2 MILLION
*in spending reductions and
reallocations on main campus*

RECORD HIGH **\$91,400,000**
in annual fundraising

29% Growth
in endowment market value
EXCEEDING \$425M
for the first time in history





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

- Utilize the “Tuition Share” budget allocation process to incentivize revenue growth and quality improvement

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

- Increase awareness and effectiveness of EthicsPoint Compliance Hotline reporting through marketing measures, improved hotline features to increase ease of use, and increased communication with compliance partners

Continue building the UNM endowment

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



The Lobo Rainforest building at Innovate ABQ opened in fall 2017.

WHERE WE'RE GOING

UNM is an economic driver for the state, and one of the largest contributors to the Albuquerque economy. 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 being a catalyst for economic growth throughout our state and region.

STRATEGIES AND OBJECTIVES

Lead the advancement of New Mexico's innovation economy

- Begin discussions on creating a master plan development agreement for Innovate ABQ
- Continue with development of Innovate ABQ site

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

- Evolve and develop a proposal for the Innovation Academy structure, in conjunction with re-envisioning University College



**OFFICE OF
THE PRESIDENT**

REVISED NOVEMBER 22, 2017