

The image is a cover for the UNM Strategic Plan 2018 Refresh. It features a photograph of a modern, multi-story university building with a tan or light brown facade. The building has several rectangular windows and a tiered, geometric design. In the foreground, there are trees with bright yellow autumn leaves. The top of the image is overlaid with a dark red banner containing the title text. The bottom of the image has a dark teal banner with the university's name.

UNM Strategic Plan

2018 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

Through this strategic refresh, I am excited to share the details of the record achievements The University of New Mexico has made since embarking on UNM 2020. After taking the helm of this great institution in March 2018, I am committed to this ongoing strategic plan, the significant accomplishments that have already been made in our 130-year history and those we will make together as we move to the future.

After gaining a better understanding of UNM and New Mexico by engaging with as many people as possible and touring the state, I realize that even with the great strides we have made, there is much more to do. UNM has so much to be proud of and a great deal to look forward to.

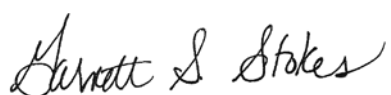
I have witnessed first-hand what our staff, faculty and students are doing, which includes teaching the workforce of tomorrow, exploring new research frontiers in health care delivery, working to solve today's most pressing social and environmental issues and seeking to preserve and understand the many cultures that sustain our communities.

Throughout my first months as president, I have heard how UNM needs not only to better respond to the needs of our communities — urban and rural, native and non-native, business and non-profit sectors, immigrant and underserved — but also to build on the University's strengths in ways that translate more effectively the value of our research and teaching to serve and support all New Mexicans, our country and our planet.

I would like to offer my profound thanks to the countless Lobos who have attended, taught, supported and worked at The University of New Mexico. I offer thanks for believing in UNM and allowing us to serve you through our mission of education, innovation, health care and community commitment. UNM truly belongs to everyone in our state. We're not just the University of New Mexico, we are the University *for* New Mexico.

We choose where we go from here.

It is my great privilege to join with you in the work that lies ahead.



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

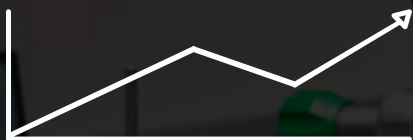
There are students from 99 countries pursuing an education at The University of New Mexico and over 800 student Lobos study abroad in 45 different countries annually. By increasing global outreach efforts while also improving campus infrastructure, our institution is more attractive to high-achieving students.

We invite you to our oasis in the desert, where we have multiple facility projects underway, with more coming. Stroll through the newly renovated Smith Plaza, at the heart of our campus, and enjoy outdoor student collaboration spaces in a city where we average 300+ sunny days each year.

Stop by Draft & Table for delicious food and libations in what started as a student-led initiative, with initial concepts designed by students in a UNM Architecture Department design studio, that garnered campus wide support for a place to gather and relax on campus.

The Johnson Center Expansion & Renewal construction project is well underway and scheduled to be completed in Spring 2020. The project integrates high quality, expanded social spaces and fitness activities, improves building entries and access to amenities and supports student success through healthy lifestyle choices.

The new Physics, Astronomy and Interdisciplinary Sciences building (PAÍS) — scheduled for completion in Fall 2019 and unique because it's designed to facilitate collaboration — will be a state-of-the art, cutting-edge facility that will support the highest quality education, research, cooperation and synergies across many disciplines.



10% increase in
enrolled students with
32 ACT or higher



Our international students come
from **99 COUNTRIES** for academic
degree and English language programs

\$112,500,000+
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 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

- Develop and implement an international student recruitment strategic plan
- Develop initiatives with branch campuses related to completion and graduate 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 staff compensation study and approve resulting action plan
- Continue implementation of main and branch campus 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 (Physics & Astronomy and Interdisciplinary Science, Johnson Center Expansion & Renewal, Smith Plaza, Honors College, Natural History Science Center, Coronado Hall, 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 UNM alumni approaching 200,000, 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. 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.

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.

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.



4.4% 
increase in degrees
since last year



Record High Graduation Rates

6-Year
degree
completion

9.7% increase

48.8%

5-Year
degree
completion

2.6% increase

43.3%

4-Year
degree
completion

35.9% increase

29.5%

2017

2018

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 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 programs to sustain graduation rate above 25% and continue to improve 3rd semester retention
- 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

- Achieve 10% increase in enrollment in shared credit programs (concurrent undergrad/graduate enrollment), focusing on the Anderson School of Management, the School of Engineering and Innovate ABQ
- Work with branches to increase transfer of UNM branch campus students to graduate programs on main campus and, where reasonable cohorts exist, provide graduate programs targeted to local needs that can be completed at branches

Improve integration of the branch campuses with the main campus

- Increase degree completion and transfer rates at branch campuses
- Fully integrate curriculum numbering and core curriculum


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, 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 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 eradication 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
- Begin implementation of Equity & Inclusion structure and objectives by hiring a non-interim vice president for equity and inclusion

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 (HSC) 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 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, hospital and health partners provide high-quality care for thousands of people across the state.



8,313

patients transferred to a
UNM Health System facility
in fiscal year 2018

149
OF ONLY

INSTITUTIONS WITH A
NATIONAL CANCER
INSTITUTE—DESIGNATED
COMPREHENSIVE
CANCER CENTER



Clinical & Translational Science Center added
\$126,200,000
to HSC research mission growth since 2012

\$185,000,000
in Health Sciences Center fiscal year 2018
extramural research funding
(13 of 14 consecutive years have shown 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

- 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

- Analyze and produce state report on workforce shortages and recruitment strategies
- Develop plan for growing and coordinating clinical site placement among HSC schools and colleges
- Complete UNM HSC Rio Rancho Campus program plans

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

- Grow UNM HSC extramural funding by the same percentage increase as NIH
- Successfully submit renewal application for sustained funding of the Clinical and Translational Science 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 94th 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. With \$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.

51 U.S. Patents
ISSUED IN FISCAL YEAR 2018

\$112,000,000

main and branch campus research awards
in fiscal year 2018 (a 15.9% increase since 2014)



Empowering our STATE of minds.

“Research, innovation and collaboration are part of our institutional DNA. By addressing Grand Challenges, we will effect meaningful changes for our communities, our state and the world. Grand challenges broaden our student and faculty perspectives to better serve New Mexico and provide opportunities to collaborate through interdisciplinary research and problem solving.”

— Garnett S. Stokes, President

DISCOVER MORE AT
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
- Kick off UNM President's Grand Challenges initiative

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 — the success of this institution and the excellent education that it provides.

\$9.3 MILLION

*net reduction in main campus
spending since 2016*

\$87,700,000

in annual fundraising

38% Growth

in endowment market value

EXCEEDING \$450M

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 communication measures, and increased training opportunities and collaborations with compliance partners
- 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 \$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.

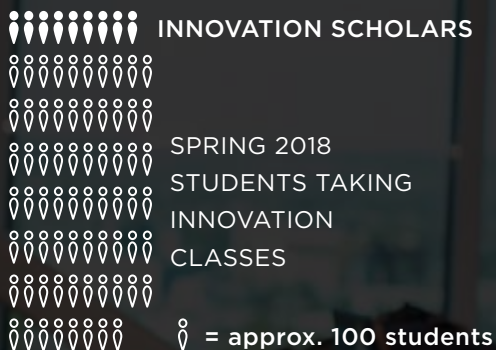
WHERE WE ARE

Research and innovation serve two necessary goods; the good of the people, and the good of the economy. UNM research discoveries foster 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.

The University generates millions of dollars of activity and is crucial to New Mexico's economy.

Innovation Academy




\$13.3+ MILLION

in income from technology licenses
& patent reimbursements since 2012



129

start-up companies
created since 1996



Opened in January 2018, the **Farris Engineering Center** now houses Chemical & Biological Engineering, Computer Science and Nuclear Engineering.

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

- Assist the leadership at Innovate ABQ in the development of an operational plan
- Continue with the development of the Innovate ABQ Site
- Lead in building the New Mexico Bioscience Authority

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 FEBRUARY 6, 2019