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# Strategic Framework 2008

Office of the President

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# Strategic Framework

**For 2008 and Beyond**

- **Mission** -
- **Vision** -
- **Values** -
- **Strategies** -
- **Priorities** -
- **Goals** -

**Mission:**  
***Our Highest Purposes for Existing***

UNM's statement of mission articulates our highest purposes for existing:

The mission of the University of New Mexico is to serve as New Mexico's flagship institution of higher learning through demonstrated and growing excellence in ***teaching, research, patient care, and community service.***

UNM's ongoing commitment to these ***cornerstones of purpose*** serves to:

- Educate and encourage students to develop the values, habits of mind, knowledge, and skills that they need to be enlightened citizens, contribute to the state and national economies, and lead satisfying lives.
- Discover and disseminate new knowledge and creative endeavors that will enhance the overall well-being of society.
- Deliver health care of the highest quality to all who depend on us to keep them healthy or restore them to wellness.
- Actively support social, cultural, and economic development in our communities to enhance the quality of life for all New Mexicans.

## **Vision:** ***Our Greatest Aspirations for the Future***

UNM's vision describes the future state to which we, as an institution, aspire. Our aim is for this to be a vision that is "alive," serving to inform and align all of our goals, activities, decisions, and resources, as well as inspiring and encouraging initiative, innovation, and collaboration.

***We aspire to a future in which we are known for:***

### **Strength through Diversity**

*We lift up our cultural and ethnic diversity as the unique strategic advantage it is, providing the environment in which our students learn with one another to generate new knowledge that helps the world's people leverage and celebrate the value of difference.*

### **Student Success through Collaboration**

*We are seen as committed partners with those whose mission it is to educate New Mexico's citizens, helping to assure that each individual has the opportunity and resources to develop the confidence and skills that open the door to higher learning.*

### **Vital Academic Climate**

*We are known for our dynamic, interactive, and passionate academic climate, punctuated by the virtue of academic freedom that is a hallmark of all the world's great universities.*

### **Excellence through Relevance**

*We are seen as the university of choice for the brightest students, offering nationally-recognized programs at the undergraduate, graduate, and professional levels that will remain relevant throughout the 21<sup>st</sup> century and beyond.*

### **Research for a Better World**

*We utilize the geography of our southwestern landscape and culture, as well as our expansive international connections, as important platforms for research that lead to economic development and improved quality of life; from sources of sustainable energy to cures for disease; from state-of-the-art digital and film technologies to nano-technologies.*

### **Health and Wellness Leadership**

*We are an unmatched health and wellness resource in New Mexico, ensuring access to all, providing state-of-the-art facilities and care, and engaging in research that leads to new ways to preserve wellness, as well as treat and cure disease.*

### **International Engagement**

*We recognize and maximize the value of our location in the United States and the western hemisphere and are seen as a hub for international initiatives that touch all parts of the globe.*

***As a result of achieving this vision, UNM will become the first minority/majority university in the country to attain membership in the prestigious Association of American Universities (AAU).***

## **Core Values:** *The Principles that Guide Our Decisions*

UNM's values describe the "evergreen" principles that guide our decisions, actions, and behaviors. These are essential and enduring tenets, not to be compromised for short-term expediency. By stating these values publicly, we are openly committing to upholding them and to be held accountable accordingly.

**Excellence** demonstrated by our people, programs, and outcomes, as well as the by the quality of our decisions and actions.

**Access with Support to Succeed** that gives all who desire the opportunity to take full advantage of the wealth of resources at UNM and be fully included in the UNM community.

**Integrity** that holds us accountable to our students, the community, and all who serve UNM's mission, to manage our resources wisely and keep our promises.

**Diversity** that enlivens and strengthens our university, our community, and our society.

**Respectful Relationships** that build trust, inspire collaboration, and ensure the teamwork that is essential to UNM's success.

**Freedom** of speech, inquiry, pursuit of ideas, and creative activity.

**Sustainability** so that as we meet the needs of the present, we are not compromising the well being of future generations.

## **Institution-wide Strategies:** ***How We Will Achieve the Vision***

UNM's institution-wide strategies describe a few critical commitments and areas of focus that are necessary to achieving our vision and fully activating the mission. Some of our strategies will build the infrastructure and culture necessary for sustainable success, while others will propel us ever closer to achieving our highest aspirations.

### **Connectivity to Purpose**

*Every member of the campus community will gain understanding of, connect with, and take accountability for his or her individual contributions to our mission, vision, values, and strategies.*

### **Intercultural Competency**

*Actively deepen and share our understanding of the diverse cultures that come together at the University of New Mexico and the value they add to society.*

### **Synergistic Partnerships**

*Identify, nurture, and strengthen partnerships with those institutions and individuals in the community whose missions are aligned with and complement our own, with the result of becoming stronger and more successful collectively than we could have become individually.*

### **Student Centered Decision-making**

*Every major decision made will begin with the question: "How does this enhance the ability of our students to be successful?"*

### **Campus Vitality**

*Students, faculty, and staff will be encouraged, supported, and rewarded for contributing to the energy and vitality of our university community by enthusiastically engaging in the exploration and exchange of ideas.*

### **Innovative Research-to-Application Platforms**

*Create and sustain the conditions under which the brightest and best innovative research will be conducted and applied for the benefit of New Mexico, the country, and the world.*

### **Mission- and Vision-Aligned Investments**

*All investments of time, energy, and resources will be made with clear understanding and articulation of how the investment serves the mission and contributes to achieving the vision.*

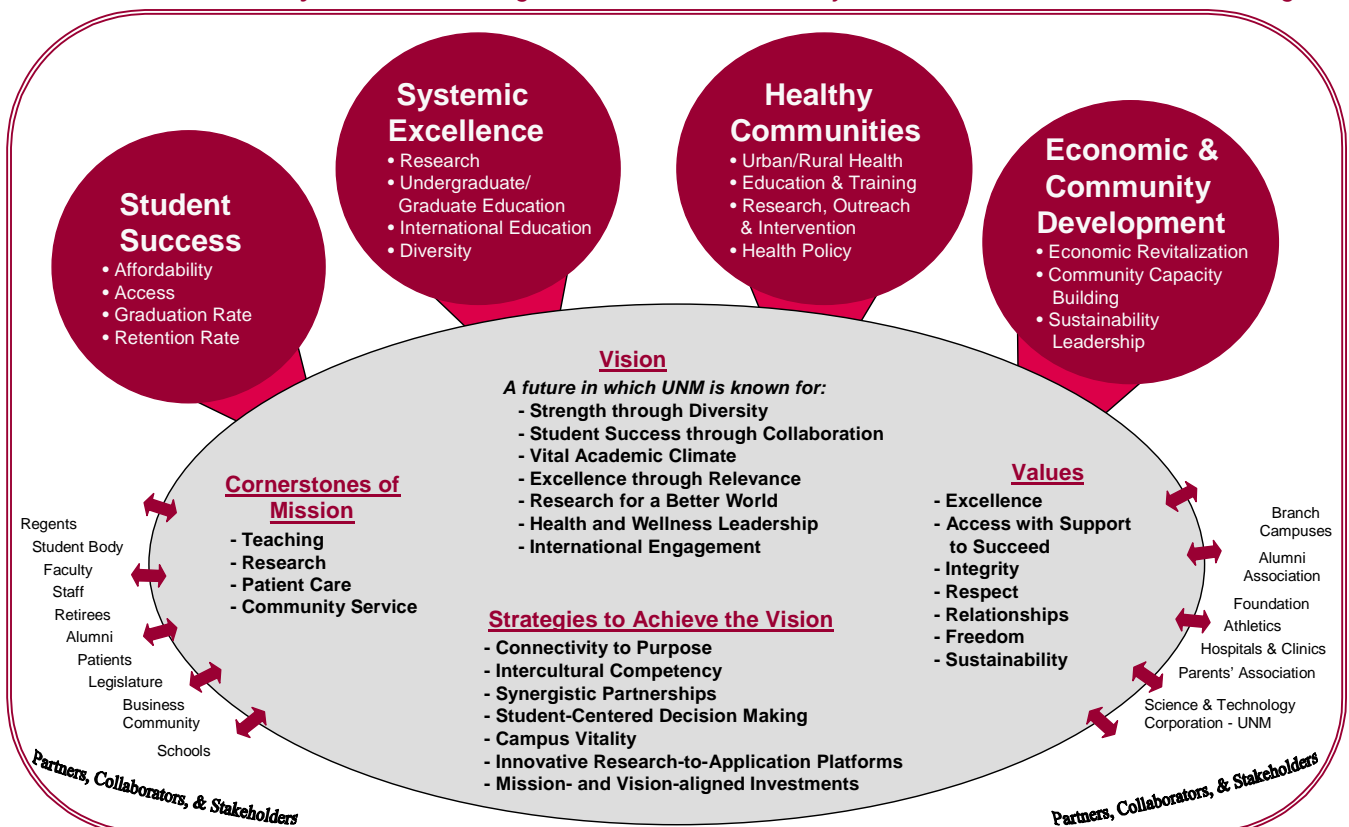
# Four Strands of Priority: *That Connect, Align, and Activate* *UNM's Mission, Vision, Values, and Strategies*

If we are to be successful in achieving the vision for UNM's future, priorities must be identified that will inform our decisions, align our activities, and drive everything from our conversations to our resource investments. For each of the following "strands of priority", major milestones must be identified and met, serving as indicators that we are making progress toward attaining our highest aspirations for UNM.

**Student Success**  
**Systemic Excellence**  
**Healthy Communities**  
**Economic and Community Development**

## A Conceptual Framework

*Four Strands of Priority that Connect, Align, & Activate the University's Mission, Vision, Values, and Strategies*



## **Regents' Goals for the President:** *A Roadmap for Success*

As part of a comprehensive strategy to attain UNM's vision, the following goals have been set forth by the UNM Board of Regents for the President of the University of New Mexico. These goals provide us with a roadmap for success. Details of the year-to-year objectives and milestones/benchmarks for each of these goals can be found on the UNM website at <http://www.unm.edu/president/>, then click on the "Regents Goals and Milestones" link at the left of the screen.

### **Goal 1 - Mission, Vision, and Strategic Plan**

*Review and refine the mission, vision, and strategic plan for the University of New Mexico.*

Strategy to Achieve this Goal:

A. **Strategic Framework** - Create a "Strategic Framework" that will serve to articulate, clarify, and communicate the mission, vision, values, strategies, and goals of the University of New Mexico.

### **Goal 2 - Accountability**

*Continue to develop an organizational and leadership infrastructure at UNM that creates and reinforces a culture of accountability, continuous process improvement, and transparency, with measurement- and results-driven performance.*

Strategies to Achieve this Goal:

A. **Stable and Effective Leadership Team** - Establish a stable and committed senior leadership team accountable for executing UNM's strategy and modeling a culture of accountability.

B. **University-wide Alignment** - Establish processes to engage and align the activities of the university community with UNM's strategic direction.

C. **Decision Support** - Establish and ensure ongoing processes for the collection, analysis, and reporting of data to continuously assess progress and support sound decision-making.

D. **Budget Control Policies** - Develop and implement budget policies and processes to both support and ensure fiscal control and accountability.

### **Goal 3 - Academics**

*Establish an integrated system of services to prepare, recruit, enroll, develop, retain, and graduate both undergraduate and graduate students at the University of New Mexico, with special focus on the recruitment of high-achieving students and national merit scholars.*

Strategies to Achieve this Goal:

A. **Enrollment Management** - Establish a fully-functioning, student-centered Division of Enrollment Management that serves to integrate and streamline all enrollment processes.

B. **Recruitment of Top Talent** - Establish programs, messages, and partnerships to identify, recruit, and retain top faculty and student talent from New Mexico and beyond.

C. **Infrastructure for Student Success** - Develop and execute a systemic approach for ensuring the success and graduation of students once they are enrolled, with special attention to the strategic partnerships, physical, curricular, and cultural elements that must be in place and wholly integrated to create a fully supportive environment.



### **Goal 3B - Research**

*Continue to promote research growth at UNM based on the highest ethical values and founded in the research and educational strengths of the faculty. Make our research administration user friendly and among the best in the nation.*

Strategies to Achieve this Goal:

- A. **Research Support Infrastructure** – Develop a research administration office capable of supporting a first class research enterprise at UNM.
- B. **Research Partnerships** – Develop and nurture close relationships and partnerships with national laboratories and other research institutions that will result in a strong portfolio of research collaborations.
- C. **Research Diversification and Growth** - Develop and execute a comprehensive plan to expand transdisciplinary research efforts, diversify UNM’s research portfolio, and increase extramural awards.

### **Goal 4 - Diversity of Leadership, Faculty, and Staff**

*Develop and execute a plan to ensure that UNM is able to recruit and retain diverse and talented leaders, faculty, staff, and students that reflect the diversity of the state of New Mexico.*

Strategy to Achieve this Goal:

- A. **Division of Institutional Diversity** – Establish a fully-functioning Division of Institutional Diversity whose role it is to develop, execute, and communicate a university-wide diversity action plan.

### **Goal 5 - Community Engagement**

*Initiate personal outreach to and active engagement with communities throughout the State of New Mexico and beyond.*

Strategies to Achieve this Goal:

- A. **Coordinated Communications** – Develop and execute a strong, consistent, and integrated infrastructure and plan for UNM public relations, marketing, and communications.
- B. **Synergistic Community Relationships** – Establish an infrastructure capable of meeting, involving, linking, and nurturing relationships with key internal and external community partners, such as parents; retirees; alumni; tribes, nations and pueblos; elected and appointed decision-makers; business communities; and urban and rural communities throughout the state.

### **Goal 6 - Legislative Role**

*Establish and sustain positive relationships with the New Mexico Legislature that result in beneficial support and outcomes for UNM.*

Strategy to Achieve this Goal:

- A. **Comprehensive Legislative Approach** – Develop and execute a coordinated legislative approach under centralized management that will result in a vision-, mission-, and strategy-aligned legislative agenda.

### **Goal 6B - Federal Relations and National Issues**

*Establish closer relationships with federal funding agencies and our congressional delegation. Continue to increase UNM's reputation and visibility world-wide.*

Strategy to Achieve this Goal:

A. **Confidence Through Competence** – Develop and execute a plan to gain the confidence of New Mexico's congressional delegation, as well as key national and international agencies, by demonstrating the competence of UNM's President and Executive Team to lead UNM into the future.

### **Goal 7 - Fundraising**

*Apply knowledge and expertise to design, organize, launch, and actively participate in a comprehensive fundraising strategy and executable program that produces positive results for UNM.*

Strategy to Achieve this Goal:

A. **Foundation for Friend- and Fund-Raising** – Develop an organizational infrastructure and comprehensive plan that establishes a solid foundation for a multi-year friend- and fund-raising campaign, resulting in a growing and sustained donor base.

### **Goal 8 - Economic & Resource Development**

*Develop and execute plans to fully maximize UNM's economic and resource development opportunities.*

Strategies to Achieve this Goal:

A. **Principles and Priorities** – Develop a comprehensive set of economic and resource development principles, priorities, and goals for UNM that will inform decisions and resource investments for both the short and long term.

B. **Private and Public Sector Access** – Establish an “open doorway” structure that invites and encourages private sector access to, and engagement with, UNM.

### **Goal 9 - UNM Rio Rancho Campus**

*Develop the vision, curriculum, and programs for UNM's Rio Rancho campus that will serve the needs of the community and enhance the overall strength and vitality of the University of New Mexico.*

Strategies to Achieve this Goal:

A. **Strategy and Structure** – Develop a comprehensive vision and strategy for the Rio Rancho campus, followed by a structure and plan to execute both.

B. **Community and Legislative Engagement** – Establish communications and relationships with community members and key decision-makers that facilitate the engagement of both groups as active partners in ensuring the success of the Rio Rancho initiative.

### **Goal 10 - Health Sciences Center**

*Provide visible and active leadership and support in developing the future of the Health Sciences Center.*

Strategies to Achieve this Goal:

- A. **Leadership Integration** – Fully integrate the leadership teams of the HSC and Main Campus to create the conditions, conversations, shared knowledge, and momentum that will lead to the success of future cooperative ventures.
- B. **Strategy Prioritization and Deployment** - Identify and execute key HSC strategic activities that will lead to the overall success of the HSC strategic plan.

### **Goal 11 - Athletics**

*Develop and implement a plan to improve the academic performance, retention, and graduation rates of UNM's student athletes, in all athletic programs.*

Strategies to Achieve this Goal:

- A. **Athletics Organizational Infrastructure** – Develop and implement a new organizational structure that integrates athletics into the overall university infrastructure.
- B. **Academic Success Action Plan** – Create and execute a comprehensive plan to support and ensure the academic success of our student athletes.

### **Goal 11B - Athletics**

*There are other important issues that need to be addressed beyond the student success of student athletes. These relate to NCAA compliance, pricing of athletic events, and continued development of athletic facilities.*

Strategies to Achieve this Goal:

- A. **Revenue Generation** – Develop and execute a plan to market and price UNM's athletic events to increase both the fan base and the revenues generated.
- B. **Cost Management** – Establish and implement a plan to balance the athletics budget and implement cost controls, going forward.
- C. **Program Integrity** – Create a system of checks and balances to ensure compliance with NCAA rules and the overall integrity of the UNM athletics program.

### **Goal 12 - Relationship and Communications with Board of Regents**

*Propose refinements, additions, and modifications to the behavioral and structural guidelines proposed by the Regents for discussion and adoption at the August 2007 meeting, and then build the agreements into UNM's ongoing operations.*

Strategies to Achieve this Goal:

- A. **Role and Accountability Clarification** – The Board and the President review and agree on the most appropriate roles and accountabilities for each to ensure the overall success of the university.
- B. **Communications for Continuous Improvement** – The Board and the President will develop and implement a system of communications that will ensure ongoing feedback, conversation, learning, and continuous improvement to advance the mission and attain the vision.

Layers of Planning



## UNM Environmental Assessment/SWOT Analysis, Planning, & Execution Cycle

