



HLC Accreditation Evidence Document

Title: UNM Strategic Refresh, UNM2020 Progress Report

Office of Origin: Office of the President

Description: This document is the original articulation and preliminary progress report of UNM2020 as it was accepted by the board of regents in May of 2013. It includes mention of the highly collaborative process that the Office of the President undertook to form the strategic plan (pg. 3-5), as well as detailed overviews of the UNM vision (pg. 6-17), and the seven goals plus 27 measurable objectives of these goals that form the strategic plan (pg. 18-49). Each goal here includes information on their viability at the time in 2013, relative to current budget considerations and other metrics.

Date: 2013



UNM STRATEGIC REFRESH

PROGRESS REPORT: UNM2020, GOALS AND OBJECTIVES FOR CONSIDERATION BY BOARD OF REGENTS

MAY 2013

On behalf of the almost 1,100 participants in UNM2020 and the more than 150 university leaders that have developed the goals, objectives, tactics and resource requirements associated with this plan, I am proud to request the following Board of Regent actions:

1. Adoption of UNM2020 - the qualitative and quantitative description of what stakeholders want UNM to be in 2020.
2. Adoption of the seven Goals - the timeless aspirations that serve as value-based guidelines today, through 2020 and beyond.
3. Adoption of the twenty-seven Objectives that map on to the Goals - the specific, measurable targets with estimated resource requirements that are arrayed on the timeline over the next two academic years.
4. Consideration of the framework for the quarterly Performance Monitoring and Reporting Program (PMP) - the balanced scorecard of specific metrics pertaining to the tactics required to achieve the Objectives. The final recommendation for the PMP will be on the June agenda for adoption.

Please note that UNM2020 was initially brought forward to the Board of Regents in February for consideration while the Goals and Objectives came forward in March for consideration.



Robert G. Frank
President
University of New Mexico

TABLE OF CONTENTS

The Refresh Process.....	3
UNM2020: A View to the Horizon.....	6
Institutional Culture.....	8
Leadership & Governance.....	9
Teaching & Learning.....	10
Discovery & Innovation.....	11
Students: The Lobo Experience.....	12
Faculty & Staff.....	13
Health Sciences.....	14
Strategic Partnerships.....	15
Market Position & Brand.....	16
Infrastructure & Financial Performance.....	17
Goals.....	18
Objectives.....	19
Goal: Become a Destination University.....	21
Goal: Prepare Lobos for Lifelong Success.....	27
Goal: Promote Institutional citizenship.....	31
Goal: Enhance Health and Health Equity in NM.....	34
Goal: Advance Discovery and Innovation.....	38
Goal: Ensure Financial Integrity and Strength.....	42
Goal: Advance and Accelerate Economic Development.....	46
Tactical Rollout and resource estimates.....	50

THE REFRESH PROCESS

The University of New Mexico has had multiple plans through the years. We have been poked, prodded, studied, queried, investigated and otherwise analyzed ourselves and been critiqued by others. In all of these efforts, we didn't lack data as much as we lacked a clear and unambiguous statement of what we wanted to become and how we wanted to be perceived at a point not too distant in the future - UNM2020. The creation of UNM2020 over a period of 5 months now serves as a focal point on the horizon where we contemplated how demographic, socio-economic, cultural, technological and political trends might conspire to effect substantive change in our approach to the UNM mission.

Many institutions choose to undertake deep assessments of strengths, weaknesses, opportunities and threats (the SWOT) - inventorying the collective diagnostics of today. The SWOT is typically developed through a 'candid introspection' conducted by those with the greatest vested interests in maintaining the status quo. The resulting plans often possess attributes of logical incrementalism and muddle through the weather of today rather than asking fundamental questions about the academic climate further out in time and then engineering backward to create a path toward that future scenario. Experience in massive 'turnarounds' of failed organizations reveals that traditional planning processes typically smeared the pathology of the day into the future and wondered why 'things didn't change'. UNM has chosen a different path - a form of crowdsourcing where good ideas, regardless of where they come from, have merit and the opportunity to gain the confidence of other participants.

UNM chose to engage its diverse communities in the creation of what it desires to be in 2020. Enlightened institutions understand that university communities possess great learners, great teachers, great thinkers and talented supporters looking for binding sites - meaningful ways in which they can integrate university goals and objectives with professional and personal ones. Effective leaders recognize that tapping into this deep intellectual pool - an enlightening diversity of ideas - is a very powerful way to obtain meaningful insight to stakeholder aspirations and then align mutually beneficial interests.

UNM has engaged faculty, students, staff, donors, Regents and selective community leaders in an inclusive, open and messy process of defining what specifically we want to be in 2020. In essence, it captures how we would describe ourselves in 2020 to prospective students, faculty recruits and academic partners throughout New Mexico and beyond. UNM took a risk and 'opened the microphone' believing that the thoughtful participants, creative voices, contrarian thinkers and stakeholders interested in shaping a desirable UNM would offset the anticipated byproduct where a minority of participants chose to criticize the status quo without offering any constructive descriptor of how they would want it to be in 2020. Their concerns were noted and may or may not be addressed in the 2020 descriptors posited by others. By purposefully opening physical and virtual channels through which any

stakeholder could express an idea - regardless of rank or title - and then encouraging others to either agree (vote positively) or post a contrarian idea and see if others agree with that position, UNM has offered the opportunity to engage. Not everyone exercised this equal opportunity but those who did have created a vision of UNM in 2020 worth striving toward.

The strategic refresh uses the following planning definitions, process and timeline:



Planning Definitions

- Mission** Why do we exist?
- Future Picture** What specifically will we become?
- Guiding Precepts** What behaviors are important to us?
- Goal** Where are we going? Timeless aspirations?
- Objective** What are SMART targets?
Specific, Measurable, Achievable, Resourced, Timeline
- Strategy** How will we achieve objectives?
- Tactics** What specific daily, repeatable, unambiguous steps, and with what resources, accountability, timeline?

UNM2020 Process Update

- Ideation - physical and virtual
- 1067 Participants
 - 5 Live Sessions - 225 participants
 - 842 online
- 241 Attributes of UNM2020
- 9760 'votes' in agreement
- Numerous comments in dialogue
- Consolidation
 - Attributes based on vote counts and dialogue
- Stakeholder Adoption

Future Picture

The four imperatives in the graphic below layout what is required to think strategically, focus sharply and act quickly. Designing the future picture has been accomplished through the development of UNM2020. Once created, UNM2020 became a beacon on the horizon from which we have engineered backwards to determine what must be done to realize that desired qualitative and quantitative future picture.

A team of more than 150 UNM leaders then began the process of targeting for success by developing meaningful Goals that will guide the institution on the path to 2020 and beyond. As with all plans, it is the development of meaningful Objectives - specific, measureable, with known resource requirements and arrayed over no more than two academic years - for each Goal that separates planning exercises from actions that change the direction and acceleration of an institution. It is the relationship among Objectives, Strategies and Tactics that holds the potential to align individual behavior with institutional refinement, growth and development. It is at this point where most institutions fail by adopting Objectives without understanding the tactical effort and 'price tags' across all Objectives. Successful institutions prioritize the admittedly important Objectives such that the sequence addresses interdependencies among different academic and administrative units.


The development of Goals and Objectives was begun by 95 UNM leaders who then invited an additional 60 leaders to help in the development of Tactics, Resource Requirements and Metrics for the plan. These leaders formed 27 teams that have worked for three months on the refinement of the tactical plans - and they are not finished. As will be reported on the 14th, the refinement of resource requirements, translation of the plan into the UNM financial plan and refinement of metrics will continue and be reported at the Board of Regents meeting in June.



Campaign to Win recognizes that since we seek more accountability, we must ensure that resources are available to leaders and teams accountable to achieve the Objectives. Given that no institution has unlimited resources, accountable leaders must ensure that existing resources are applied to their highest and best use and, if possible, obtain additional resources where necessary. All good plans have defensible Objectives and Tactics - they say 'yes', 'no' and 'not now' to worthy competing desired outcomes. Finish with Finesse implies that all complex organizations have programs and services in their various education, research and service portfolios that have perhaps outlived their contribution to the mission. All healthy organizations have a disciplined process with well-articulated evaluative criteria for periodically reviewing programs and services and determining whether or not they remain the highest and best use of scarce resources.

UNM2020: A VIEW TO THE HORIZON

During 2012, the UNM community undertook the process of envisioning a desired future state (2020) to serve as a descriptive mesa in the distance toward which plans and actions strive. An open and inclusive process engaging more than one thousand stakeholders in live and virtual sessions produced attributes reflective of UNM in 2020. These attributes are not an absolute commitment to do one thing or another, but rather capture what the UNM community seeks in the ideal world, regardless of the feasibility. The Future picture informs the establishment of goals and near-term Objectives covering the next 24 months to begin realignment. The Goals and Objectives will give specificity to commitments and actions taken in pursuit of UNM2020.

The Wordle below depicts the relative weight of words throughout the descriptors and comments made by participants. The graphic after that summarizes the descriptors that received the most support by affirmation and comments. Please recognize that those relatively few descriptors were consolidated i.e., similar/related items mapped into a common one through several iterations. The complete inventory is posted on <http://unm2020.unm.edu/index.html>. The content following the UNM2020 summary graphic has 3-4 paragraphs that capture the myriad of descriptors and comments that didn't garner the same level of agreement but are nonetheless important to the framing of the  beacon on the mesa.



A View to the Horizon

STUDENTS: THE LOBO EXPERIENCE

- Mass Customization for Student Success
- Renowned Honors College & Superior Degree Programs
- Networks for Academic, Civic, Professional & Social Engagement
- Culturally Dynamic & Inclusive Environment
- Compelling Motivation to be on Campus

LEADERSHIP & GOVERNANCE

- Trusting & Informed Partnership between Leadership & Regents
- Dynamic, Diverse and Effective Leadership
- Highly Effective Distributed University System

TEACHING & LEARNING

- Competency-based Learning
- Committed to Lifelong Learning
- Balanced Scholarship
- Innovative & Diverse Pedagogies



DISCOVERY & INNOVATION

- Leader in Interdisciplinary Teaching & Research
- Superb Research Infrastructure to Enable Discovery, Innovation & Technology Transfer
- Double Grants and Contracts as Compared to 2012

MARKET POSITION & BRAND

- Destination University Recognized & Sought out by Students & Faculty
- Effective/Programmatic Brand Management
- Globally Relevant

INSTITUTIONAL CULTURE

- Culture of Integrity
- Culture of Social Responsibility
- Culture of Mutual Respect
- Culture of Innovation

FACULTY & STAFF

- Balanced Quality of Life for Faculty & Staff
- High Level of Staff & Faculty Cooperation
- Recognition & Compensation Programs Linked to Outcomes

HEALTH SCIENCES

- Integrated HSC Academic & Service Model
- National Model for Public Health & Care of Diverse Populations
- Premier Health Care Choice for NM
- Top 50 Academic Health Science Center in Total Research Funding

STRATEGIC PARTNERSHIPS

- Robust public/private Relationships for Economic Development
- Strong Relationships with Other Educational Institutions
- Multi-Disciplinary Partnerships Among Arts & Sciences

INFRASTRUCTURE & FINANCIAL PERFORMANCE

- Aligned Resources & Values
- Stronger Endowments/Foundation
- Fiscal Transparency
- High Performance Infrastructure

INSTITUTIONAL CULTURE

UNM IN 2020 HAS A CULTURE THAT IS HEALTHY AND SEEKS CONTINUOUS IMPROVEMENT THROUGH OPEN, SAFE AND HONEST DIALOGUE. FACULTY AND STAFF ARE ENGAGED AND RATE INSTITUTIONAL PERFORMANCE HIGHLY ON CULTURAL ATTRIBUTES SUCH AS TRUST, INTEGRITY, TRANSPARENCY, DIVERSITY, MUTUAL RESPECT, QUALITY, ETHICS AND SOCIAL RESPONSIBILITY. HIGH RATINGS RESULT FROM A HEIGHTENED SENSE THAT COOPERATION - ONE MISSION, MANY PLAYERS, ONE TEAM - IS VALUED GREATLY GIVEN THAT EDUCATION AND RESEARCH ARE MUCH MORE INTERDISCIPLINARY THAN PRIOR MODELS OF HIGHER EDUCATION.

UNM CELEBRATES ACADEMIC AND ATHLETIC TRADITIONS WITH VIGOR AS COMMUNITY DIVERSITY IS THE CORE OF WHAT MAKES UNM DIFFERENT. UNM IS INNOVATIVE IN EVERYTHING IT DOES. 'WALLS AND SILOS' ARE ALMOST NON-EXISTENT IN A CULTURE THAT RESPECTS DIVERSITY IN EVERYTHING IT DOES. WHETHER HEAVILY RESOURCED OR CONSTRAINED, THE CULTURE SEEKS A BETTER WAY TO ACCOMPLISH OBJECTIVES. EXPECTATIONS AND ACCOUNTABILITY ARE WELL UNDERSTOOD AND REINFORCED THROUGH A PERFORMANCE-BASED COMPENSATION PROGRAM LINKED TO OUTCOMES.

CULTURE OF INTEGRITY

CULTURE OF SOCIAL RESPONSIBILITY

CULTURE OF MUTUAL RESPECT

CULTURE OF INNOVATION

LEADERSHIP & GOVERNANCE

UNM IN 2020 HAS A PROGRESSIVE GOVERNANCE AND LEADERSHIP DYNAMIC WHERE REGENTS ARE WELL INFORMED ADVOCATES FOR THE UNM STRATEGIC PLAN (GOALS, OBJECTIVES AND STRATEGIC PRIORITIES), SET POLICY AND MONITOR UNIVERSITY PROGRESS THROUGH A TRANSPARENT PERFORMANCE MONITORING AND REPORTING PROGRAM. THE REGENT/LEADERSHIP COLLABORATIVE DYNAMIC HAS PRODUCED A SUSTAINABLE UNIVERSITY SYSTEM IN SERVICE TO NEW MEXICO AND BEYOND, ONE THAT IS HIGHLY COORDINATED, INTEGRATED, NON-DUPLICATIVE AND, WHILE PROGRAMMATICALLY AND GEOGRAPHICALLY DIVERSE, FUNCTIONS AS A UNIVERSITY WITHOUT WALLS.

REGENTS AND THE LEADERSHIP TEAM ARE INSPIRATIONAL, SUCCESSFUL AND DIVERSE IN EVERY ASPECT OF THEIR COMPOSITION FROM SOCIO-DEMOGRAPHIC TO ACADEMIC AND BUSINESS EXPERTISE. BOTH HAVE STRUCTURED FORUMS THAT KEEP COMMUNICATION CHANNELS OPEN AND BI-DIRECTIONAL, AND PRESENT MUTUALLY BENEFICIAL LEARNING OPPORTUNITIES WITH FACULTY, STAFF, STUDENTS, ALUMNI, AND OTHER STAKEHOLDERS.

THE BOUNDARIES BETWEEN GOVERNANCE AND LEADERSHIP ARE BASED ON THE PRINCIPLES AND PRACTICES OF HIGH PERFORMANCE ACADEMIC INSTITUTIONS. THE BOUNDARIES ARE RESPECTED THROUGH THE ESTABLISHMENT OF CLEAR EXPECTATIONS, PRIORITIES AND ACCOUNTABILITIES. UNIVERSITY LEADERSHIP RECOMMENDS GOALS AND OBJECTIVES TO THE REGENTS FOR ULTIMATE ADOPTION AND WORKS EFFECTIVELY WITH THE REGENTS TO THINK THROUGH STRATEGY OPTIONS AND RESOURCE REQUIREMENTS FOR ACHIEVING THE OBJECTIVES.

TRUSTING AND INFORMED PARTNERSHIP BETWEEN LEADERSHIP AND REGENTS

DYNAMIC, DIVERSE AND EFFECTIVE LEADERSHIP

HIGHLY EFFECTIVE DISTRIBUTED UNIVERSITY SYSTEM

TEACHING & LEARNING

UNM IN 2020 HAS REDESIGNED EDUCATIONAL PROGRAMS AND SERVICES REFLECTING THE INCREASINGLY DYNAMIC WORLD THROUGH WHICH GRADUATES PURSUE EXCELLENCE AND ACHIEVE SUCCESS. CORE CURRICULA ARE RESPECTFUL OF TRADITIONAL ACADEMIC ARTS AND SCIENCES WHILE EMBRACING LABOR MARKETS THAT SEEK COMPETENCY-BASED OUTCOMES - STUDENTS ARMED WITH HOW TO THINK - HOW TO BE CREATIVE AND FLEXIBLE - HOW TO BE A PRODUCTIVE TEAM MEMBER - A BLEND OF COMPETENCIES THAT DEMAND LIFELONG LEARNING OPPORTUNITIES.

TEACHING, RESEARCH AND SERVICE TO THE COMMUNITY ARE VALUED EQUALLY IN ALL UNM RECOGNITION AND REWARD SYSTEMS. WE ARE SUPERB EDUCATORS WHO ALSO DISCOVER AND INNOVATE. A STRONG MENTORING PROGRAM EXISTS - FACULTY/STUDENT, SENIOR FACULTY/JUNIOR FACULTY, UPPER CLASSMEN/JUNIOR CLASSMEN SUCH THAT BONDS EXIST TO KEEP ONE ANOTHER ENGAGED AND RETAIN OUR TALENTED PEOPLE.

STUDENTS FROM ALL WALKS OF LIFE ENGAGE THROUGH A ROBUST COMBINATION OF FULL-TIME AND PART-TIME PROGRAMS, FORMAL DEGREES AND CONCENTRATIONS/CERTIFICATES, AND PHYSICAL AND VIRTUAL LEARNING PLATFORMS THAT 'FIT' INTO COMPLEX, FAST MOVING LEARNER LIVES. UNM PEDAGOGICAL AND TECHNOLOGICAL DIVERSITY MATCHES THE DIVERSITY OF ITS STUDENTS.

COMPETENCY-BASED LEARNING

COMMITTED TO LIFELONG LEARNING

BALANCED SCHOLARSHIP

INNOVATIVE AND DIVERSE PEDAGOGIES

DISCOVERY & INNOVATION

UNM IN 2020 IS A RECOGNIZED LEADER IN BASIC AND APPLIED RESEARCH AND THE TRANSLATION OF THAT RESEARCH INTO KNOWLEDGE AND APPLICATIONS OF VALUE TO ACADEMIC COMMUNITIES AND THE PUBLIC. ANNUAL GRANTS AND CONTRACTS ARE APPROACHING \$500M AS UNM IS ADEPT AT PUTTING INTERSICLIPLINARY TEAMS TOGETHER AND FOCUSING ON SOME OF THE MOST IMPORTANT SOCIAL CHALLENGES OF OUR TIME. COLLEGE/SCHOOL, DEPARTMENTAL, INSTITUTE, CENTER AND PROGRAM WALL HAVE 'SOFTENED' SUCH THAT FACULTY, STUDENTS AND OTHER PUBLIC AND PRIVATE GLOBAL RESEARCH PARTNERS CAN MOVE WITH SPEED AND FLEXIBILITY.

BOTH UNDERGRADUATE AND GRADUATE STUDENT RESEARCH OPPORTUNITIES ABOUND AS THERE ARE MANY ACADEMIC INTERSECTIONS REQUIRING DIVERSE SKILLS AND COMPETENCIES TO QUERY, CONTEMPLATE, CREATE AND ULTIMATELY TRANSFER NEW KNOWLEDGE, PROCESSES AND APPLICATIONS THROUGHOUT NEW MEXICO AND BEYOND. THAT LEVEL OF ENGAGEMENT EXTENDS TO THE INTERDISCIPLINARY EDUCATION MODEL DESIGNED TO PRODUCE COMPETENCE-BASED VALUE IN A WORLD AND EMPLOYMENT OPPORTUNITIES CHANGING FAR FASTER THAN OUR CURRICULA.

LEADER IN INTERDISCIPLINARY TEACHING AND RESEARCH

SUPERB RESEARCH INFRASTRUCTURE TO ENABLE DISCOVERY, INNOVATION AND TECHNOLOGY TRANSFER

DOUBLE GRANTS AND CONTRACTS AS COMPARED TO 2012

STUDENTS: THE LOBO EXPERIENCE

UNM IN 2020 HAS CREATED A RELATIONSHIP THAT EXTENDS WELL BEFORE ONE ENTERS THE UNIVERSITY UNTIL WELL AFTER ONE MATRICULATES - THE LOBO EXPERIENCE. THROUGH EXTENSIVE NETWORKS REACHING DOWN INTO K-12, ACROSS TO BRANCHES AND COMMUNITY COLLEGES, UP THROUGH THE LABOR MARKETS AND OUT THROUGH STATE AND GLOBAL RELATIONSHIPS, UNM STUDENTS - PROSPECTIVE, ACTIVE AND ALUMNI - HAVE AMPLE OPPORTUNITY TO REALIZE THEIR FULL POTENTIAL.

UNM IS THE NATIONAL STANDARD AND RECOGNIZED AS AN INNOVATOR IN MULTILINGUAL AND MULTI-CULTURAL PROGRAMS THAT GO FAR BEYOND ‘SEGMENTATION’ INITIATIVES TO MORE INCLUSIVE TOPIC, CHALLENGE, SKILL AND COMPETENCY BASED SHARING THAT BEINGS DIVERSE PERSPECTIVES TO CHALLENGES SHARED BY ALL. MUCH LIKE FLORIDA IN THE 1908S WITH ITS HIGH PERCENTAGE OF SENIORS AND AN ‘AGING’ LEARNING LAB WELL AHEAD OF THE NATION, NO OTHER UNIVERSITY HAS THE DEEP DIVERSITY LEARNING LAB IN WHICH TO BRING STUDENTS, FACULTY, STAFF AND THE COMMUNITY TOGETHER IN MUTUALLY BENEFICIAL WAYS.

UNM CUSTOMIZES ITS OFFERING TO MATCH INDIVIDUAL STUDENT DESIRES, EXPECTATIONS AND NEEDS. IT RECRUITS AND RETAINS THE BEST AND BRIGHTEST NEW MEXICANS AS THE ‘GO-TO’ SCHOOL FOR SPECIFIC DEGREES AND PROGRAMS. THE HONORS COLLEGE TARGETS SPECIFIC OUTCOMES AND JOB PLACEMENT OPPORTUNITES THROUGH UNM ALUMNI, STRATEGIC PARTNERS AND OTHER INITIATIVES THAT ARE INTRAINSTITUTIONAL. ALL STUDENT SUPPORT PROGRAMS, FROM ACADEMIC ADVISEMENT THROUGH TO CAREER COUNSELING ARE BUILT UPON BEST PRACTICES CONTRIBUTING TO STRONG STUDENT PATHWAYS TO SUCCESS.

THE PHYSICAL CAMPUS IS A SAFE, INTEGRATED, YEAR-ROUND COLLECTION OF ACADEMIC, CIVIC, CULTURAL, PROFESSIONAL AND SOCIAL ENGAGEMENT ACTIVITIES WITH RESIDENTIAL AND COMMUTER AMENITIES SUCH AS A HEALTH AND WELLNESS CENTER THAT CONTRIBUTE TO A HOLISTIC CAMPUS EXPERIENCE. UNM ALUMNI LEAD NEW MEXICO AND PARTICIPATE ACTIVELY IN LIFELONG LEARNING INTIATIVES WHERE THEY TAKE DISCOUNTED COURSES ON ADVANCED DISTANCE EDUCATION PLATFORMS AND LEARNING EXPERIENCES BEYOND THE PHYSICAL CLASSROOM.

MASS CUSTOMIZATION FOR STUDENT SUCCESS
RENOWNED HONORS COLLEGE AND SUPERIOR DEGREE PROGRAMS
NETWORKS FOR ACADEMIC, CIVIC, PROFESSIONAL AND SOCIAL ENGAGEMENT
CULTURALLY DYNAMIC AND INCLUSIVE ENVIRONMENT
COMPELLING MOTIVATION TO BE ON CAMPUS

FACULTY & STAFF

UNM IN 2020 HAS DEVELOPED A DEEP LEVEL OF TRUST AND COOPERATION ACROSS THE UNIVERSITY THROUGH ACTION - NOT ONLY DISCUSSION. FACULTY AND STAFF WORK IN INTERDISCIPLINARY TEAMS TO ENHANCE AN EFFICIENT AND EFFECTIVE ENVIRONMENT WHERE PATHWAYS FOR PROFESSIONAL GROWTH AND DEVELOPMENT ARE SUPPLEMENTED BY LEADERS AND MANAGERS THAT INVEST IN PEOPLE AND PROGRAMS.

PEOPLE AND TIME ARE TREATED AS PRECIOUS RESOURCES SUCH THAT UNNECESSARY BUREAUCRATIC OVERHEAD IS MINIMAL FACULTY AND STAFF ARE ABLE TO PURSUE A WORK-LIFE BALANCE NOT SEEN IN MANY UNIVERSITIES ALL THE WHILE MAINTAINING A HIGH LEVEL OF PRODUCTIVITY. UNM TRULY DOES MORE WITH LESS WHERE MUTUAL RESPECT AND EQUITABLE COMPENSATION PROGRAMS ARE LINKED TO OUTCOMES. PROFESSIONAL ASPIRATIONS OF FACULTY AND STAFF ARE ALIGNED WITH UNM PRIORITIES IN WAYS THAT ACCELERATE PERFORMANCE AND REWARD BOTH CREATIVITY AND ACCOMPLISHMENT.

BALANCED QUALITY OF LIFE FOR FACULTY AND STAFF

HIGH LEVEL OF STAFF AND FACULTY COOPERATION

RECOGNITION AND COMPENSATION PROGRAMS LINKED TO OUTCOMES

HEALTH SCIENCES

UNM IN 2020 HAS A SINGLE GOVERNANCE, LEADERSHIP AND ORGANIZATIONAL STRUCTURE SERVING AN INTEGRATED ACADEMIC HEALTH CENTER WITH A SHARED MISSION, VISION AND STRATEGIC PLAN. THROUGH SHARED PRINCIPLES AND VALUES AMONG COLLEGES, HOSPITALS AND PRACTICE PLANS, THE ACADEMIC HEALTH CENTER HAS A CULTURE THAT INCREASES DIVERSITY IN THE WORKFORCE, TRAINEES AND FACULTY; PROMOTES INTERPROFESSIONAL OPPORTUNITIES; AND, PROVIDES OUTREACH TO THE COMMUNITY, INCLUDING AN EMPHASIS ON SITES IN COMMUNITIES THAT DELIVER CLINICAL, RESEARCH AND EDUCATIONAL SERVICES AND OPPORTUNITIES.

THE HEALTH SCIENCES ARE A RENOWNED CENTER OF DISCOVERY AND INNOVATION WITH STRONG, COLLABORATIVE BRIDGES THROUGHOUT UNM GARNERING A RANK AMONG THE TOP 50 U.S. ACADEMIC HEALTH CENTERS IN TOTAL RESEARCH FUNDING. TRANSLATIONAL SCIENCE, CLINICAL EFFECTIVENESS RESEARCH AND INTERDISCIPLINARY PROGRAMS ARE PRIMARY RESEARCH ACTIVITIES IN SERVICE TO NEW MEXICO AND BEYOND.

UNM HAS AN INTEGRATED HEALTH CARE DELIVERY SYSTEM WITH GEOGRAPHICALLY DISTRIBUTED SERVICES AND PARTNERSHIPS THAT MAKE IT THE PREMIERE HEALTH CARE CHOICE FOR PAYORS AND THE GENERAL POPULATION. THE VALUE PROVIDED IN TERMS OF QUALITY, COST AND ACCESS PERMITS THE OVERALL ACADEMIC HEALTH CENTER TO REMAIN FINANCIALLY BALANCED IN THE PRIMARY MISSIONS OF EDUCATION, RESEARCH, PATIENT CARE AND COMMUNITY SERVICE.

INTEGRATED HSC ACADEMIC AND SERVICE MODEL

NATIONAL MODEL FOR PUBLIC HEALTH AND CARE OF DIVERSE POPULATIONS

PREMIER HEALTH CARE CHOICE FOR NM

TOP 50 ACADEMIC HEALTH SCIENCE CENTER IN TOTAL RESEARCH FUNDING

STRATEGIC PARTNERSHIPS

UNM IN 2020 HAS STRONG NATIONAL AND INTERNATIONAL RELATIONSHIPS WITH OTHER EDUCATIONAL INSTITUTIONS FROM K-12 THROUGH TO THE OTHER MEMBERS OF THE UNM SYSTEM AND BEYOND TO GLOBAL RELATIONSHIPS. THE CORE OF THESE PARTNERSHIPS RESTS WITH THE FOCUSED ABILITY TO CULTIVATE PARTNERSHIPS AMONG THE ARTS, HUMANITIES, SCIENCES, ENGINEERING, HEALTH SCIENCES, LAW AND BUSINESS. LEADERS, FACULTY AND STAFF CONTINUOUSLY SEEK TO DEFINE NEW RELATIONSHIPS THAT HOLD PROMISE AGAINST SOCIETY'S MOST COMPLEX CHALLENGES.

UNM WORKS WITH VISIONARIES - ITS OWN FACULTY AND OTHERS TO SEEK ANSWERS AND SOLUTIONS TO THE MOST IMPORTANT QUESTIONS OF OUR TIME. UNM HAS FORGED AN ECONOMIC DEVELOPMENT ENGINE FOR ALBUQUERQUE AND NEW MEXICO THROUGH SUCCESSFUL PUBLIC/PRIVATE INITIATIVES RANGING FROM THE RESEARCH LABS IN NEW MEXICO TO CORPORATIONS AND PHILANTHROPISTS INTERESTED IN ACCELERATING PERFORMANCE CAN CHANGING HOW WE TRANSFER OUR KNOWLEDGEBASE MOST EFFECTIVELY.

ROBUST PUBLIC/PRIVATE RELATIONSHIPS FOR ECONOMIC DEVELOPMENT

STRONG RELATIONSHIPS WITH OTHER EDUCATIONAL INSTITUTIONS

MULTI-DISCIPLINARY PARTNERSHIPS AMONG ARTS & SCIENCES

MARKET POSITION & BRAND

UNM IN 2020 WILL HAVE DEFINED NEW MEXICO'S 21ST CENTURY FLAGSHIP UNIVERSITY SUCH THAT THE BEST AND BRIGHTEST OF NEW MEXICO AND BEYOND VIEW UNM AS A DESTINATION UNIVERSITY. THE STRONG RANGE OF DEGREE OPTIONS REPRESENTS TREMENDOUS VALUE TO STATE, NATIONAL AND GLOBAL STUDENTS SEEKING AN EDUCATION RELEVANT TO THE DIVERSE SOCIAL AND ECONOMIC ENVIRONMENT.

FACULTY ARE ATTRACTED TO UNM, RECOGNIZED BROADLY FOR ITS IDEAL BLEND OF TEACHING AND RESEARCH INFRASTRUCTURE COMBINED WITH STRONG PUBLIC/PRIVATE PARTNERSHIPS. THIS ENVIRONMENT PRESENTS THEM AND THE STUDENTS THEY SERVE WITH OPPORTUNITIES THAT SET A NATIONAL STANDARD FOR THE DEFINITION OF A VIBRANT PUBLIC ACADEMIC ENTERPRISE.

UNM HAS INVESTED SIGNIFICANTLY IN MARKETING ITSELF TO PROSPECTIVE STUDENTS, FACULTY, AND STRATEGIC PARTNERS IN ALL MEDIA CHANNELS BUT IS SPECIFICALLY RECOGNIZED AS A SOCIAL MEDIA POWERHOUSE.

UNM CONTINUES TO ACCELERATE GLOBALLY AND ACT LOCALLY - LEVERAGING AN INCREASED INTERNATIONAL STUDENT AND FACULTY PRESENCE IN WAYS THAT CONTRIBUTE TO THE MOST PRESSING GLOBAL AND LOCAL CHALLENGES OF THE TIME. THROUGH DEEP CONNECTIONS TO EMERGING AND EVOLVING ECONOMIES, UNM HAS FOCUSED HEAVILY IN LATIN AMERICA THROUGH INTERNATIONAL CONSORTIA WITH ROBUST EXCHANGE PROGRAMS. UNM IS KNOWN AS A UNIVERSITY OF THE AMERICAS - AN ETHNICALLY AND CULTURALLY-RICH RESEARCH UNIVERSITY.

DESTINATION UNIVERSITY RECOGNIZED AND SOUGHT OUT BY STUDENTS AND FACULTY

EFFECTIVE/PROGRAMMATIC BRAND MANAGEMENT

GLOBALLY RELEVANT

INFRASTRUCTURE & FINANCIAL PERFORMANCE

UNM IN 2020 HAS A BALANCED INVESTMENT PLAN - PEOPLE AND PROGRAMS, INFRASTRUCTURE AND BUILDINGS - ALL BASED ON CLEAR STRATEGIC PRIORITIES. BASED ON THE CONTINUOUS EVALUATION OF PROGRAM RELEVANCE AND REBALANCING THAT HAS OCCURRED SINCE 2013, THE UNM COMMUNITY UNDERSTANDS THAT IT CAN'T BE 'ALL THINGS TO ALL PEOPLE' SUCH THAT PERIODIC PROGRAM DIVESTMENT HAS ALLOWED SCARCE RESOURCES TO BE REALLOCATED.

THE SOURCES AND USES OF FUNDS, BOTH PUBLIC AND PRIVATE ARE WELL KNOWN ALLOWING FOR THE DIFFICULT CHOICES TO BE PRINCIPLE-BASED AND TRANSPARENT. SUCCESS OF THE UNM2020 \$500M COMPREHENSIVE CAPITAL CAMPAIGN CONTRIBUTES GREATLY TO INVESTMENT FLEXIBILITY GIVEN CONSTRAINED STATE RESOURCES. UNM HAS DIVERSIFIED ITS REVENUE BASE THROUGH A SUCCESSFUL PRIVATE DONOR/STATE MATCHING PROGRAM FOR EMINENT SCHOLARS AND INCREASED LICENSING REVENUE FROM A SUCCESSFUL TECHNOLOGY TRANSFER PROGRAM.

UNM HAS A STATE OF THE ART HIGH-PERFORMANCE AND SUSTAINABLE VIRTUAL AND PHYSICAL INFRASTRUCTURE SUPPORTING GEOGRAPHICALLY DISTRIBUTED EDUCATION PEDAGOGIES, TECHNOLOGY PLATFORMS AND ECONOMIC MODELS. THE INFRASTRUCTURE QUALITY HAS ENSURED THE INTEGRITY OF THE EDUCATION PLATFORM FROM PHYSICAL AND VIRTUAL CLASSROOMS THROUGH TO STUDENT EVALUATION RESULTING IN BOTH HIGH SATISFACTION AND A STELLAR ACCREDITATION RECORD. THE NEW UNM CENTER FOR THE ARTS WAS FUNDED PRIMARILY THROUGH PRIVATE SOURCES AND SERVES AS AN INTERDISCIPLINARY ARTS BEACON AND ECONOMIC ENGINE THROUGHOUT NEW MEXICO AND BEYOND.

WHILE COMPLIANT WITH STATE REQUIREMENTS, CORE SUPPORT SERVICES SUCH AS HUMAN RESOURCES, INFORMATION TECHNOLOGY AND MANAGEMENT SERVICES, FINANCE, PURCHASING, RESEARCH, AND TECHNOLOGY TRANSFER ARE EFFICIENT AND EFFECTIVE WITH HIGH STAFF AND FACULTY SATISFACTION RATINGS.

ALIGNED RESOURCES AND VALUES
STRONGER ENDOWMENTS/FOUNDATION
FISCAL TRANSPARENCY
HIGH PERFORMANCE INFRASTRUCTURE

GOALS

As UNM2020 began to take shape, leadership engaged on a parallel track of developing Goals - the timeless aspirations that express important values on the path to UNM2020 and beyond. We will never actually ‘achieve’ our Goals. We will however, ensure that our Objectives, Strategies and Tactics drive actions, campaigns and initiatives consistent with our Goals. The following Goals have been developed through an interactive process with 150 university leaders. Leadership requested Regent consideration of the Goals in February but deferred action until the Objectives could be proffered in more detail.



UNM Goals_Objectives_Tactics_V7 130211.mmap - 2/11/2013

OBJECTIVES

Concurrent with drafting the Goals, we began an interactive process of developing specific Objectives or targets over the next eight quarters (two academic years) that if achieved, will produce accelerated and measured progress toward UNM2020. Again, it must be understood that UNM2020 is not a set of commitments or constraints but rather a beacon on the horizon. The hard work we all do is expressed through the Tactics - those daily activities we undertake consistent with the Objectives. Please note in the Objectives below that target dates, specific percentage changes and other measurable elements are guideposts along the way to achieving the Objectives. Each Objective will, over time, change to reflect the work accomplished and the work yet to be completed. As such, UNM2020 will be a living process that should subsume all of the strategic activities in the UNM community.

Please note that the resource requirements are a work in progress and that two significant potential capital outlays: capital enhancements to campus (Become a Destination University) at an estimated \$60m and potential research facilities (Advance Discovery and Innovation) at an estimated \$120m skew the total resource requirements of the plan and would be subject to their own due diligence, feasibility assessments and rigorous decision-making processes. The vast majority of the tactical plans can and will be implemented by leaders within their management purview with supplemental funding sources to be identified.

UNM STRATEGIC REFRESH



UNM Goals_Objectives_Tactics_V7 130211.mmap - 2/11/2013

GOAL: BECOME A DESTINATION UNIVERSITY

The goal speaks to all citizens of New Mexico and beyond. Becoming a destination university embraces the Market Position and Brand aspects of the view to the horizon articulated in UNM2020. Positioning UNM to being highly sought out by students, faculty and staff because of the culture, facilities and programs offered will contribute to a sustainable and diverse UNM.

Overall Goal and Related Objectives Resource Requirement Estimate	
Tactics Identified	29
Additional FTE	80.50
Existing FTE	6.10
New Square Footage	219,950
Existing Square Footage	10,720
One Time Expense	\$62,088,800
Ongoing Expenses	\$6,271,700
Incremental Revenue Impact	\$19,875

GOAL LEAD: MELISSA VARGAS

OBJECTIVE: FULLY IMPLEMENT AN HONORS COLLEGE BY 1Q15

Several aspects of UNM2020 addressed expansion of the Honors College as both a magnet for recruiting and retaining the best and brightest students throughout New Mexico and beyond and, a structure through which to develop student competencies on an accelerated path.

Objective Resource Requirement Estimate	
Tactics Identified	4
Additional FTE	4.00
Existing FTE	0.10
New Square Footage	67,450
Existing Square Footage	10,000
One Time Expense	\$1,335,000
Ongoing Expenses	\$370,000
Incremental Revenue Impact	\$0

OBJECTIVE LEADS: MELISSA BOKOVOY, KATE KRAUSE

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Space Allocated to Honors College as a percent of plan	Annually		Planning & Campus Development	FAMIS
Number of students in Honors Residences	Per Semester	Prior Semester	Housing & Enrollment Management	
Success Rate of Honors Students	Per Semester	Prior Semester	Housing & Enrollment Management	
Increase in number of courses offered by Honors Fellows	Per Semester	Prior Semester	Dean of Honors College	
Student Credit Hours in Honors Fellows courses	Per Semester	Prior Semester	Dean of Honors College	
Out of State Honors College enrollment	Per Semester	Prior Semester		

OBJECTIVE: DEVELOP A PLAN WHICH IDENTIFIES AMENITIES AND RESOURCE REQUIREMENTS FOR THE 'COMPELLING CASE TO BE ON CAMPUS' BY 4Q14

Critical to desire to become a Destination University is the ability to provide facilities that attract students, faculty and staff to the various residential campuses. The initial capital improvements considered in the tactical plans totaling an estimated \$60m include items such as a new wellness facility and will themselves be subject to a much deeper due diligence process.

Objective Resource Requirement Estimate	
Tactics Identified	3
Additional FTE	54.00
Existing FTE	0.00
New Square Footage	150,000
Existing Square Footage	
One Time Expense	\$60,300,00
Ongoing Expenses	\$3,250,000
Incremental Revenue Impact	\$275

OBJECTIVE LEADS: CAROLINE MURAJDA, WALT MILLER

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Campus Safety Indicator	Per semester	Prior semester	Campus Police	
% of students employed	Per semester	Prior semester	Student Employment	
Success rates of employed students	Per semester	Prior semester	Student Employment	
Enrollment metrics (Applications, Acceptances, Enrollments, Graduation Rates)	Per academic year	Prior academic year		

OBJECTIVE: INCREASE INTERNATIONAL PROGRAMMING BY 20% BY 2Q15

Expanding existing global research and education programming is central to positioning UNM as a resource to the diverse interests of New Mexico, Latin America and beyond.

Objective Resource Requirement Estimate	
Tactics Identified	6
Additional FTE	19.50
Existing FTE	
New Square Footage	2,500
Existing Square Footage	720
One Time Expense	\$126,300
Ongoing Expenses	\$2,219,200
Incremental Revenue Impact	\$19,600

OBJECTIVE LEADS: MARYANNE SAUNDERS, SUSAN TIANO, KRIS MIRANDA

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Number of faculty leading Study Abroad Programs	Per Semester	End of current semester	Global Education Office	Banner
International graduate student population	Per semester	Prior semester		
International undergraduate student population	Per semester	Prior semester		

OBJECTIVE: 75% FACULTY AND STAFF RATE UNM AS 'GREAT PLACE TO BE' BY 4Q15

Faculty and staff satisfaction and engagement are one means by which to measure whether or not the balanced quality of life desired in UNM2020 is being achieved. The cultural changes, structures and processes required to enhance our environment and reputation are important markers on the path to becoming a destination university.

Objective Resource Requirement Estimate	
Tactics Identified	13
Additional FTE	2.00
Existing FTE	4.00
New Square Footage	
Existing Square Footage	
One Time Expense	\$290,000
Ongoing Expenses	\$357,500
Incremental Revenue Impact	

OBJECTIVE LEADS: MARY CLARK, LESLIE MORRISON

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Number of award winning faculty	Annually	Prior year		

OBJECTIVE: DEVELOP A PLAN AND THE PROCESSES TO PRIORITIZE CAPITAL ALLOCATION OPTIONS IN THE 10-YEAR CAPITAL PLAN BY 2Q14

In conjunction with the objective to plan the appropriate amenities and resources, developing a process to prioritize allocation of resources is consistent with the desire for fiscal transparency. This will also add to the alignment of resources and values, an important part of the UNM2020 vision.

Objective Resource Requirement Estimate	
Tactics Identified	3
Additional FTE	1.00
Existing FTE	2.00
New Square Footage	
Existing Square Footage	
One Time Expense	\$37,500
Ongoing Expenses	\$75,00
Incremental Revenue Impact	

OBJECTIVE LEADS: CHRIS VALLEJOS, YEMANE ASMEROM

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System

GOAL: PREPARE LOBOS FOR LIFELONG SUCCESS

A major perspective of the View to the Horizon, the student experience at UNM is critical to its success. Whether ensuring student success or being committed to lifelong learning, UNM needs to emphasize the student experience.

Overall Goal Resource Requirement Estimate	
Tactics Identified	8
Additional FTE	9.00
Existing FTE	6.00
New Square Footage	
Existing Square Footage	
One Time Expense	\$12,500
Ongoing Expenses	\$242,000
Incremental Revenue Impact	\$16,000

GOAL LEAD: KENEDI HUBBARD

OBJECTIVE: CREATE STRUCTURES AND PROCESSES THAT ALLOW FOR STUDENT DEGREE CUSTOMIZATION BY 4Q15

Traditional degree programs are beginning to change as students and the markets within which they seek employment require diverse combinations of competencies. Recognizing UNM courses as a knowledgebase of options and diverse pedagogies and, developing counseling and software that will facilitate degree customization is but one way UNM can lead higher education.

Objective Resource Requirement Estimate	
Tactics Identified	2
Additional FTE	6.00
Existing FTE	6.00
New Square Footage	
Existing Square Footage	
One Time Expense	\$7,500
Ongoing Expenses	\$242,000
Incremental Revenue Impact	

OBJECTIVE LEADS: TERRY BABBITT, TRACY SKIPP

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Graduation percentage rate comparison	Per semester	Prior semester	Deans and Branch Campus directors	Enrollment management
Degrees offered	Per academic year	Prior academic year		

OBJECTIVE: IMPROVE RETENTION RATES TO 80% AND GRADUATION RATES TO 50% BY 2Q15

Retention and graduation rates are important measures of institutional progress toward enhancing the value of a UNM education. Please note that resource requirements are already being implemented through programs such as Foundations of Excellence.

Objective Resource Requirement Estimate	
Tactics Identified	3
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	
Ongoing Expenses	
Incremental Revenue Impact	

OBJECTIVE LEADS: GREG HEILEMAN, MIKE DOUGHER, KIM KLOEPPPEL

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Graduation rates	Per semester	Prior semester	Provost	Enrollment management
Retention Rates	Per academic year	Prior academic year	Provost	Enrollment management

OBJECTIVE: INCREASE THE NUMBER OF DOCTORATES AWARDED BY 3% IN 2014, AND 6% IN 2015

Increasing the production of advanced degree programs and degrees awarded serves three primary UNM roles: supporting a vibrant intellectual atmosphere, advancing discovery and innovation and contributing to economic development.

Objective Resource Requirement Estimate	
Tactics Identified	3
Additional FTE	3.00
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$5,000
Ongoing Expenses	
Incremental Revenue Impact	\$16,000

OBJECTIVE LEADS: JULIE COONROD, AMY WOHLERT

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Graduation percentage rate comparison	Quarterly	Prior quarter	Dean of Graduate Studies	Enrollment management
Graduate degrees offered	Per academic year	Prior academic year	Dean of Graduate Studies	

GOAL: PROMOTE INSTITUTIONAL CITIZENSHIP

The UNM2020 vision expresses a strong desire to improve partnerships with the community both directly and indirectly through programs that reinforce a culture of social responsibility.

Overall Goal Resource Requirement Estimate	
Tactics Identified	7
Additional FTE	5.00
Existing FTE	
New Square Footage	100
Existing Square Footage	6,400
One Time Expense	\$35,000
Ongoing Expenses	\$50,000
Incremental Revenue Impact	

GOAL LEAD: KENEDI HUBBARD

OBJECTIVE: CREATE AND VALUE OPPORTUNITIES FOR ALL MEMBERS OF UNM (STUDENTS, FACULTY, STAFF, LEADERSHIP) TO SERVE LOCAL, STATE, REGIONAL, NATIONAL AND GLOBAL COMMUNITIES BY 3Q14

Participants reinforced a commitment and willingness to extend the institutional culture through participation in all levels of the communities served by UNM.

Objective Resource Requirement Estimate	
Tactics Identified	2
Additional FTE	5.00
Existing FTE	
New Square Footage	100
Existing Square Footage	6,400
One Time Expense	\$35,000
Ongoing Expenses	\$50,000
Incremental Revenue Impact	

OBJECTIVE LEADS: PAUL KREBS, GERALDINE FORBES ISAIS, CHAOUKI ABDALLAH

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Completion of Applications for Carnegie Engaged Campus	Monthly		Provosts Office, Office Academic Affairs, HR- staff, Leadership, faculty, students, staff	
Proportion of members of UNM serving community	Quarterly	6 month delay		

OBJECTIVE: TAKE A LEADERSHIP ROLE IN CULTURAL, SOCIAL AND EDUCATIONAL REVITALIZATION OF THE COMMUNITY BY 2Q14.

While participation is important, UNM seeks leadership roles in all institutional citizenship activities undertaken.

Objective Resource Requirement Estimate	
Tactics Identified	5
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	
Ongoing Expenses	
Incremental Revenue Impact	

OBJECTIVE LEADS: LISA KUUTTILA

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Results of Survey (Baseline in 2013)	Bi-annually	Up to 2 years old		

GOAL: ENHANCE HEALTH AND HEALTH EQUITY IN NM

The HSC is an integral part of UNM through the desire to become a national model for public health and care of diverse populations, as well as being known as the premier Health Care choice for NM. Given the extraordinary changes in healthcare research and the clinical environment through healthcare reform, HSC leadership faces challenges very different from many university entities.

Please note that the resource requirements were extracted from the plan already defined by HSC and provided at the summary level. The specific metrics are in process.

Overall Goal Resource Requirement Estimate	
Tactics Identified	29
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$4,948,395
Ongoing Expenses	\$44,071,760
Incremental Revenue Impact	\$99,933,079

GOAL LEAD: RICHARD LARSON

OBJECTIVE: DELIVER AN INTEGRATED HSC ACADEMIC AND SERVICE MODEL BY 2Q14

Objective Resource Requirement Estimate	
Tactics Identified	4
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$808,000
Ongoing Expenses	\$2,248,375
Incremental Revenue Impact	\$180,000

OBJECTIVE LEADS: MICHAEL RICHARDS

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System

OBJECTIVE: IMPROVE PUBLIC HEALTH AND HEALTH CARE TO THE POPULATIONS WE SERVE BY 4Q14

Objective Resource Requirement Estimate	
Tactics Identified	6
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$389,000
Ongoing Expenses	\$4,109,377
Incremental Revenue Impact	\$4,100,000

OBJECTIVE LEADS: THOMAS WILLIAMS, DEBORA HELITZER

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System

OBJECTIVE: RECOGNIZED AS THE PREMIER HEALTH CARE CHOICE FOR NM BY 2Q15

Objective Resource Requirement Estimate	
Tactics Identified	10
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$1,040,202
Ongoing Expenses	\$4,107,784
Incremental Revenue Impact	\$95,653,079

OBJECTIVE LEADS: ANTHONY MASCIOTRA

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System

OBJECTIVE: RECOGNIZED AS TOP INSTITUTION FOR TRANSLATION OF OUR RESEARCH INTO CLINICAL AND EDUCATIONAL PRACTICE BY 4Q15

Objective Resource Requirement Estimate	
Tactics Identified	5
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$1,855,865
Ongoing Expenses	\$18,810,584
Incremental Revenue Impact	

OBJECTIVE LEADS: RICHARD LARSON

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System

OBJECTIVE: BUILD THE WORKFORCE OF NM BY PROVIDING A PREMIER AND INNOVATIVE EDUCATION BY 4Q15

Objective Resource Requirement Estimate	
Tactics Identified	4
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$855,328
Ongoing Expenses	\$14,714,640
Incremental Revenue Impact	

OBJECTIVE LEADS: NANCY RIDENOUR

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System

GOAL: ADVANCE DISCOVERY AND INNOVATION

Expanding the UNM research enterprise in scope and size is central to the desire to be a recognized national leader in interdisciplinary teaching and research.

Overall Goal Resource Requirement Estimate	
Tactics Identified	19
Additional FTE	61.75
Existing FTE	34.00
New Square Footage	106,000
Existing Square Footage	
One Time Expense	\$121,375,000
Ongoing Expenses	\$4,000,000
Incremental Revenue Impact	\$5,510,000

GOAL LEAD: PAMINA DEUTSCH

OBJECTIVE: CREATE STRUCTURES AND PROCESSES THAT SUPPORT COLLABORATIVE AND INTERDISCIPLINARY TEAM RESEARCH AND SCHOLARSHIP BY 4Q14

Interdisciplinary research and scholarship has occurred traditionally through self-motivated faculty interests. The expand and accelerate that productivity requires an assessment and modification of UNM structures and processes that facilitate such activity.

Objective Resource Requirement Estimate	
Tactics Identified	2
Additional FTE	30.00
Existing FTE	30.00
New Square Footage	
Existing Square Footage	
One Time Expense	\$120,000
Ongoing Expenses	
Incremental Revenue Impact	\$5,110,000

OBJECTIVE LEADS: KYMBERLY PINDER, CHUCK FLEDDERMAN

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System

OBJECTIVE: INCREASE GRANTS AND CONTRACTS FUNDING BY 15% BY 4Q15

UNM2020 seeks to double the research enterprise over ten years.

Objective Resource Requirement Estimate	
Tactics Identified	5
Additional FTE	
Existing FTE	4.00
New Square Footage	100,000
Existing Square Footage	
One Time Expense	\$120,500,000
Ongoing Expenses	\$2,500,000
Incremental Revenue Impact	

OBJECTIVE LEADS: JANE SLAUGHTER

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Grants and Contract Funding	Quarterly	Prior quarter		

OBJECTIVE: INITIATE TWO NATIONALLY PROMINENT RESEARCH PROGRAMS WITH NM LABS BY 4Q15

Incremental growth of highly focused research initiatives aligned with lab partners in New Mexico remains a high priority.

Objective Resource Requirement Estimate	
Tactics Identified	8
Additional FTE	7.25
Existing FTE	
New Square Footage	6,000
Existing Square Footage	
One Time Expense	\$120,000
Ongoing Expenses	
Incremental Revenue Impact	

OBJECTIVE LEADS: CATALIN ROMAN

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Number of Research Programs with NM Labs	Quarterly	Prior quarter		

OBJECTIVE: INCREASE THE NUMBER OF MAJOR FACULTY AWARDS BY TWO EACH YEAR (AS MEASURED BY THE TOP AMERICAN RESEARCH UNIVERSITIES)

Again, incremental growth and development through focused initiatives will build momentum.

Objective Resource Requirement Estimate	
Tactics Identified	2
Additional FTE	24.50
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$510,000
Ongoing Expenses	\$1,000,000
Incremental Revenue Impact	\$400,000

OBJECTIVE LEADS: PLAMEN ATANASSOV

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Number of Major Faculty Awards	Quarterly	Prior quarter		

OBJECTIVE: STRENGTHEN AND EXPAND THE NUMBER AND RANGE OF INTERDISCIPLINARY RESEARCH ENTERPRISES BY 4Q14

UNM2020 calls for the University to become the leader in interdisciplinary teaching and research.

Objective Resource Requirement Estimate	
Tactics Identified	2
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$125,000
Ongoing Expenses	\$500,000
Incremental Revenue Impact	

OBJECTIVE LEADS: TERRY CROWE, RICHARD HOLDER

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Number of Interdisciplinary Research Enterprises	Quarterly	Prior quarter		

GOAL: ENSURE FINANCIAL INTEGRITY AND STRENGTH

A strong financial position and infrastructure comprise the foundation upon which all Objectives will be realized. Accelerated performance can be achieved through fiscal transparency and aligning leadership accountability and resources with UNM priorities.

Overall Goal Resource Requirement Estimate	
Tactics Identified	24
Additional FTE	10.50
Existing FTE	4.50
New Square Footage	
Existing Square Footage	
One Time Expense	\$720,000
Ongoing Expenses	\$3,038,000
Incremental Revenue Impact	

GOAL LEAD: KEVIN STEVENSON

OBJECTIVE: ESTABLISH A \$500M - \$1B ENDOWMENT BY 4Q21

Many of the programs and services contemplated in the strategic plan require funding beyond the capacity of the State and the tuition and research activities of UNM. A strong UNM Foundation is critical to having supplemental funds for strategic investments.

Objective Resource Requirement Estimate	
Tactics Identified	9
Additional FTE	7.00
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$355,000
Ongoing Expenses	\$2,568,000
Incremental Revenue Impact	

OBJECTIVE LEADS: HENRY NEMICK

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Number of Endowed Gifts	Quarterly		UNM Foundation	
Value of Endowed Gifts	Quarterly		UNM Foundation	
Endowment value increase year over year	Annually		UNM Foundation	

OBJECTIVE: IMPLEMENT RECOGNITION AND COMPENSATION PROGRAMS LINKED TO OUTCOMES BY 4Q15

A key component of the view to the horizon is working to develop programs that link compensation to outcomes such that participants have an important incentive to change behavior and increase productivity.

Objective Resource Requirement Estimate	
Tactics Identified	5
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	
Ongoing Expenses	\$150,000
Incremental Revenue Impact	

OBJECTIVE LEADS: ANTIONETTE SEDILLO-LOPEZ, MARK PECENY

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Merit Pay Adoption Rate	Quarterly		Deans/VPs	
Average faculty compensation	Quarterly			

OBJECTIVE: IMPLEMENT PROCESS FOR CONTINUOUS EVALUATION OF PROGRAMS FOR RELEVANCE AND INVESTMENT BY 3Q14

UNM cannot be all things to all people and must make difficult choices pertaining to programs in the existing academic portfolio. The process and criteria by which leadership makes those choices is an important expression of values and culture.

Objective Resource Requirement Estimate	
Tactics Identified	5
Additional FTE	1.00
Existing FTE	4.00
New Square Footage	
Existing Square Footage	
One Time Expense	\$200,000
Ongoing Expenses	\$75,000
Incremental Revenue Impact	

OBJECTIVE LEADS: CHAOUKI ABDALLAH

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Level of resource allocation	Per semester			

OBJECTIVE: REFORM REVENUE ALLOCATION PROCESSES, ANALYZE EXPENDITURE EFFICIENCIES, AND STANDARDIZE BUDGET DEVELOPMENT MECHANICS TO ALIGN RESPONSIBILITIES AND AUTHORITY BY 4Q13

Already underway, the Results Oriented Management process will support the desire to better align resources and values.

Objective Resource Requirement Estimate	
Tactics Identified	5
Additional FTE	2.50
Existing FTE	0.50
New Square Footage	
Existing Square Footage	
One Time Expense	\$165,000
Ongoing Expenses	\$245,000
Incremental Revenue Impact	

OBJECTIVE LEADS: ANDREW CULLEN

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Unrestricted Net Contribution	Quarterly		Finance	Financial Planning Data Mart



GOAL: ADVANCE AND ACCELERATE ECONOMIC DEVELOPMENT

Elevating economic development to the goal level is a strong statement of the commitment UNM has to partnering with and enhancing the communities served. Strong public/private partnerships were identified in multiple aspects of UNM2020.

Overall Goal Resource Requirement Estimate	
Tactics Identified	15
Additional FTE	2.00
Existing FTE	1.25
New Square Footage	
Existing Square Footage	
One Time Expense	\$145,000
Ongoing Expenses	\$290,000
Incremental Revenue Impact	

GOAL LEAD: LYDIA ASHANIN

OBJECTIVE: DEVELOP A CULTURE OF ENTREPRENEURSHIP AND INNOVATION AMONG STUDENTS AND FACULTY WITH THE AIM OF FOSTERING ECONOMIC DEVELOPMENT IN NM BY 2Q15

Leadership recognizes that a candid introspection as to what UNM has and how it is utilized to foster economic development is an important first step.

Objective Resource Requirement Estimate	
Tactics Identified	9
Additional FTE	
Existing FTE	1.25
New Square Footage	
Existing Square Footage	
One Time Expense	\$5,000
Ongoing Expenses	
Incremental Revenue Impact	

OBJECTIVE LEADS: AMY NEEL, LISA KUUTTILA

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Evaluation of Economic Development Impact	Bi-annually		STC	

OBJECTIVE: LEVERAGE PUBLIC/PRIVATE PARTNERSHIPS WITH THE AIM OF PROMOTING ECONOMIC DEVELOPMENT BY 4Q14

Again, UNM cannot ‘go it alone.’ Leveraging relative strengths through partnerships is critical to achieving this as well as many of the UNM2020 Objectives.

Objective Resource Requirement Estimate	
Tactics Identified	3
Additional FTE	2.00
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$100,000
Ongoing Expenses	\$250,000
Incremental Revenue Impact	

OBJECTIVE LEADS: DAVID HARRIS, DOUG BROWN

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Evaluation of Economic Development Impact	Bi-annually		STC	

OBJECTIVE: STREAMLINE UNIVERSITY POLICIES TO ENSURE THE GROWTH OF ITS INTELLECTUAL PROPERTY PORTFOLIO SEGMENTS HAVING HIGH ECONOMIC DEVELOPMENT IMPACT BY 2Q14

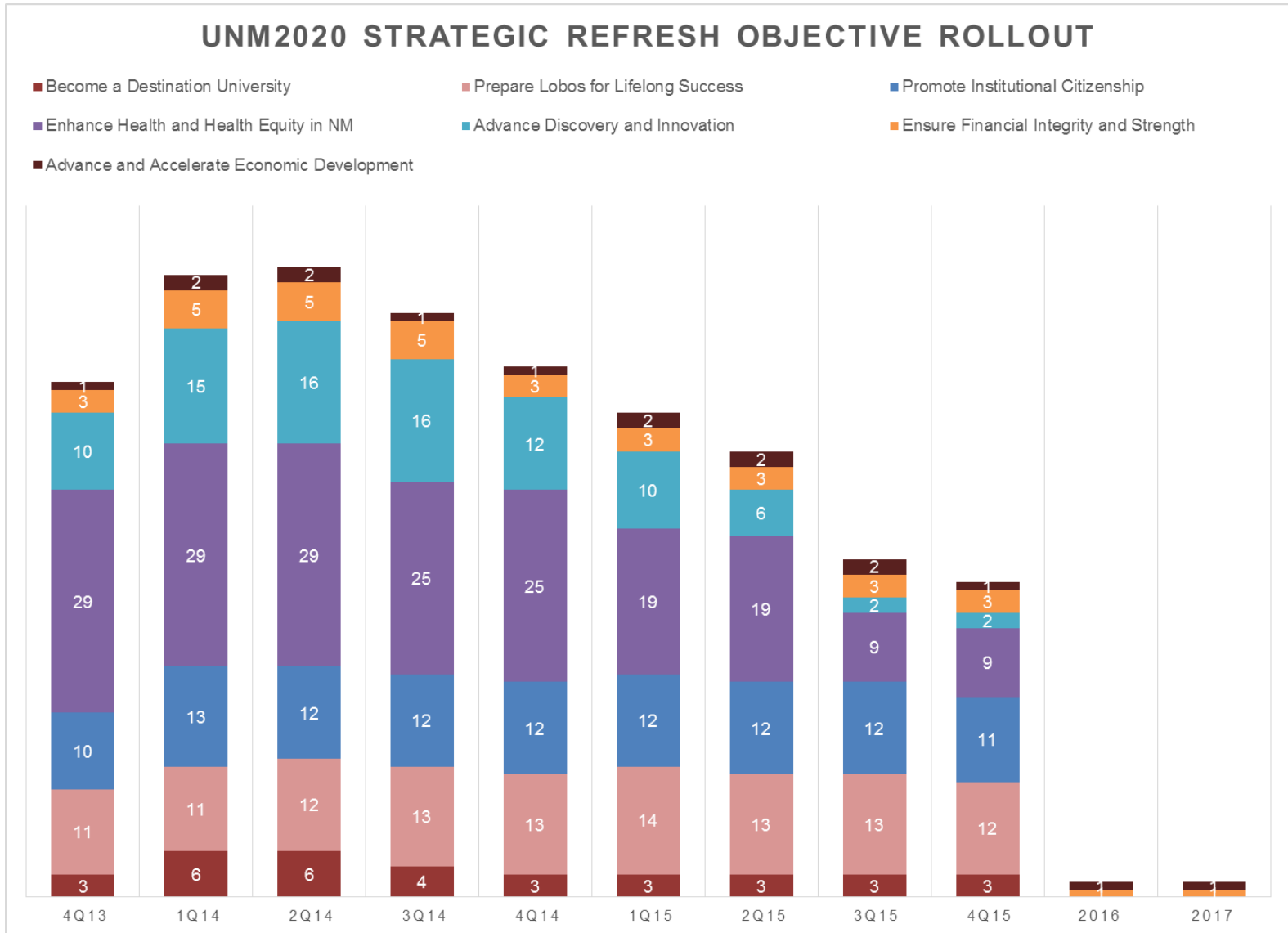
A deep assessment of everything from new faculty orientation through defensive publishing around intellectual assets with purposeful translation into intellectual property are all required elements on increasing licensing revenue associated with a stronger research program.

Objective Resource Requirement Estimate	
Tactics Identified	3
Additional FTE	
Existing FTE	
New Square Footage	
Existing Square Footage	
One Time Expense	\$40,000
Ongoing Expenses	\$40,000
Incremental Revenue Impact	

OBJECTIVE LEADS: HOLLY BUCHANAN

Potential Metrics				
Metric	Frequency	Currency	Data Owner	Data System
Number of Disclosures and Patents leading to Economic Development	Annually			

TACTICAL ROLLOUT AND RESOURCE ESTIMATES



UNM STRATEGIC REFRESH

Goal Number	Goal Lead	Goal Description	Tactics Identified	Additional FTE	Existing FTE	New Square Footage	Existing Sq Footage	One Time Expense	Ongoing Expenses (4-5 yrs)	Incremental Revenue Impact
Goal 1	Melissa Vargas	Become a Destination University	29	80.50	6.10	219,950	10,720	\$62,088,800	\$6,271,700	\$19,875
Goal 2	Kenedi Pollard	Prepare Lobos for Lifelong Success	8	9.00	6.00			\$12,500	\$242,000	\$16,000
Goal 3	Kenedi Pollard	Promote Institutional Citizenship	7	5.00		100	6,400	\$35,000	\$50,000	\$0
Goal 4	Paige Briggs	Enhance Health and Health Equity in NM	29					\$4,948,395	\$44,071,760	\$99,933,079
Goal 5	Pamina Deutsch	Advance Discovery and Innovation	19	61.75	34.00	106,000		\$121,375,000	\$4,000,000	\$5,510,000
Goal 6	Kevin Stevenson	Ensure Financial Integrity and Strength	24	10.50	4.50			\$720,000	\$3,038,000	\$0
Goal 7	Lydia Ashanin	Advance and Accelerate Economic Development	15	2.00	1.25			\$145,000	\$290,000	\$0
Grand Total			131	168.75	51.85	326,050	17,120	\$189,324,695	\$57,963,460	\$105,478,954

ID	Lead	Goal/Objective	Tactics Identified	Additional FTE	Existing FTE	New Square Footage	Existing Sq Footage	One Time Expense	Ongoing Expenses (4-5 yrs)	Incremental Revenue Impact
Goal 1	Melissa Vargas	Become a Destination University	29	80.50	6.10	219,950	10,720	\$62,088,800	\$6,271,700	\$19,875
G1.1	Melissa Bokovoy, Kate Krause	Fully implement an Honors College by 1Q15.	4	4.00	0.10	67,450	10,000	\$1,335,000	\$370,000	\$0
G1.2	Caroline Muraida, Walt Miller	Develop a plan which identifies amenities and resource requirements for the 'compelling case to be on campus' by 4Q14.	3	54.00		150,000		\$60,300,000	\$3,250,000	\$275
G1.3	Maryanne Saunders, Susan Tiano, Kris Miranda	Increase international programming by 20% by 2Q15.	6	19.50		2,500	720	\$126,300	\$2,219,200	\$19,600
G1.4	Mary Clark, Leslie Morrison	75% faculty and staff rate UNM as 'great place to be' by 4Q15.	13	2.00	4.00			\$290,000	\$357,500	\$0
G1.5	Chris Vallejos, Yemane Asmerom	Develop a plan and the processes to prioritize capital allocation options in the 10-year capital plan by 2Q14.	3	1.00	2.00			\$37,500	\$75,000	\$0
Goal 2	Kenedi Pollard	Prepare Lobos for Lifelong Success	8	9.00	6.00			\$12,500	\$242,000	\$16,000
G2.1	Terry Babbitt, Tracy Skipp	Create structures and processes that allow for student degree customization by 4Q15.	2	6.00	6.00			\$7,500	\$242,000	\$0
G2.2	Greg Heileman, Mike Dougher, Kim Kloepfel	Improve retention rates to 80% and graduation rates to 50% by 2Q15	3							\$0
G2.3	Julie Coonrod, Amy Wohler	Increase the number of doctorates awarded by 3% in 2014, and 6% in 2015.	3	3.00				\$5,000		\$16,000
Goal 3	Kenedi Pollard	Promote Institutional Citizenship	7	5.00		100	6,400	\$35,000	\$50,000	\$0
G3.1	Paul Krebs, Geraldine Forbes Isais, Chaouki Abdallah	Create and value opportunities for all members of UNM (students, faculty, staff, leadership) to serve local, state, regional, national and global communities by 3Q14.	2	5.00		100	6,400	\$35,000	\$50,000	\$0
G3.2	Lisa Kuutilla	Take a leadership role in cultural, social and educational revitalization of the community by 2Q14.	5							\$0
Goal 4	Paige Briggs	Enhance Health and Health Equity in NM	29					\$4,948,395	\$44,071,760	\$99,933,079
G4.1	Michael Richards	Deliver an integrated HSC academic and service model by 2Q14.	4					\$808,000	\$2,248,375	\$180,000
G4.2	Thomas Williams, Debora Helitzer	Improve public health and health care to the populations we serve by 4Q14.	6					\$389,000	\$4,190,377	\$4,100,000
G4.3	Anthony Masciotra	Recognized as the Premier Health Care Choice for NM by 2Q15.	10					\$1,040,202	\$4,107,784	\$95,653,079
G4.4	Richard Larson	Recognized as top institution for translation of our research into clinical and educational practice by 4Q15.	5					\$1,855,865	\$18,810,584	\$0
G4.5	Nancy Ridenour	Build the workforce of NM by providing a premier and innovative education by 4Q15.	4					\$855,328	\$14,714,640	\$0

ID	Lead	Goal/Objective	Tactics Identified	Additional FTE	Existing FTE	New Square Footage	Existing Sq Footage	One Time Expense	Ongoing Expenses (4-5 yrs)	Incremental Revenue Impact
Goal 5	Pamina Deutsch	Advance Discovery and Innovation	19	61.75	34.00	106,000		\$121,375,000	\$4,000,000	\$5,510,000
G5.1	Kymerly Pinder, Chuck Fledderman	Create structures and processes that support collaborative and interdisciplinary team research and scholarship by 4Q14.	2	30.00	30.00			\$120,000		\$5,110,000
G5.2	Jane Slaughter	Increase grants and contracts funding by 15% by 4Q15.	5		4.00	100,000		\$120,500,000	\$2,500,000	\$0
G5.3	Catalin Roman	Initiate two nationally prominent research programs with NM labs by 4Q15.	8	7.25		6,000		\$120,000		\$0
G5.4	Plamen Atanassov	Increase the number of major faculty awards by two each year (as measured by The Top American Research Universities).	2	24.50				\$510,000	\$1,000,000	\$400,000
G5.5	Terry Crowe, Richard Holder	Strengthen and expand the number and range of interdisciplinary research enterprises by 4Q14.	2					\$125,000	\$500,000	\$0
Goal 6	Kevin Stevenson	Ensure Financial Integrity and Strength	24	10.50	4.50			\$720,000	\$3,038,000	\$0
G6.1	Henry Nemick	Establish a \$500m - \$1b Endowment by 4Q21.	9	7.00				\$355,000	\$2,568,000	\$0
G6.2	Antoinette Sedillo-Lopez, Mark Peceny	Implement recognition and compensation programs linked to outcomes by 4Q15.	5						\$150,000	\$0
G6.3	Chaouki Abdallah	Implement process for continuous evaluation of programs for relevance and investment by 3Q14.	5	1.00	4.00			\$200,000	\$75,000	\$0
G6.4	Andrew Cullen	Reform revenue allocation processes, analyze expenditure efficiencies, and standardize budget development mechanics to align responsibilities and authority by 4Q13.	5	2.50	0.50			\$165,000	\$245,000	\$0
Goal 7	Lydia Ashanin	Advance and Accelerate Economic Development	15	2.00	1.25			\$145,000	\$290,000	\$0
G7.1	Amy Neel, Lisa Kuuttila	Develop a culture of entrepreneurship and innovation among students and faculty with the aim of fostering economic development in NM by 2Q15.	9		1.25			\$5,000		\$0
G7.2	David Harris, Doug Brown	Leverage public/private partnerships with the aim of promoting economic development by 4Q14.	3	2.00				\$100,000	\$250,000	\$0
G7.3	Holly Buchanan	Streamline University policies to ensure the growth of its intellectual property portfolio segments having high economic development impact by 2Q14.	3					\$40,000	\$40,000	\$0
		Grand Total	131	168.75	51.85	326,050	17,120	\$189,324,695	\$57,963,460	\$105,478,954

