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Institution-wide Environmental Assessment and SWOT Analysis

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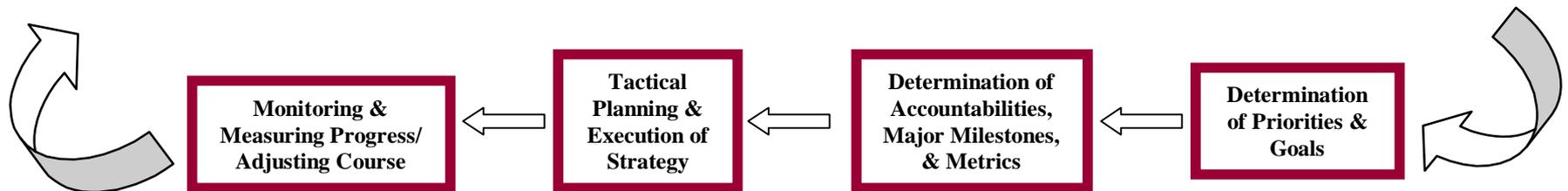
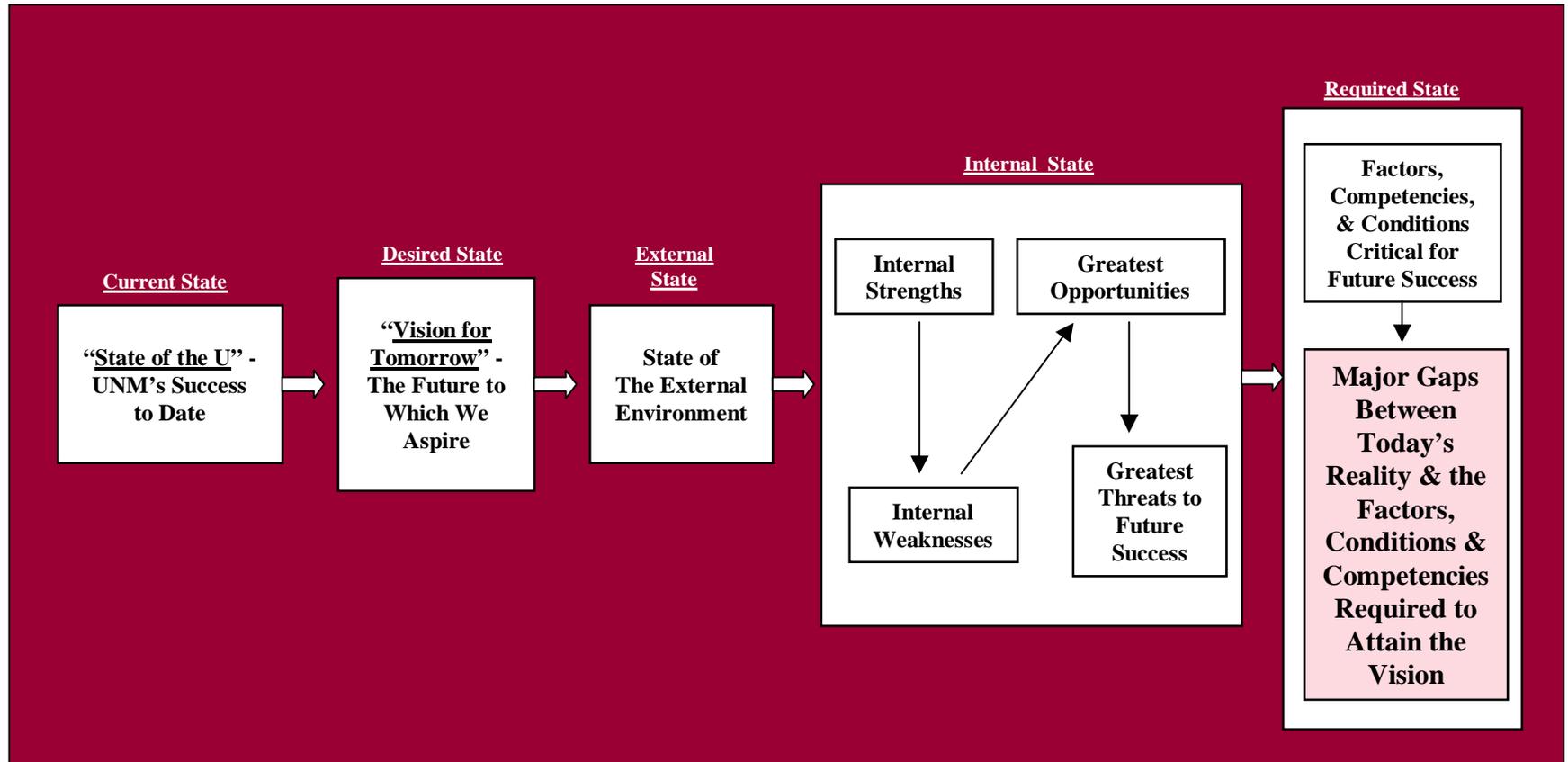
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Institution-wide Environmental Assessment & SWOT Analysis

March 2008

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



UNM's Mission & Desired Future

(As Stated in the 2008 UNM Strategic Framework)

Our Mission

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.

Our Vision

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 21st 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).

Important Realities of the External Environment

Demographics

- Aging population
- Border/Immigration issues
- Workforce shortages
- High % of New Mexicans living in poverty
- National increase in non-Anglo population
- Minority-majority state

Education

- Tenuous state of K-12 public system
- "Millennials": generation of students w/new expectations
- Focus on accountability & learning outcomes
- Competition for highly-qualified students & faculty

Health Care

- Rising costs
- Uninsured population
- Shortage of qualified health care professionals, i.e. nurses
- Pending health care reform
- New Mexico market

Political Environment

- Pending changes & unknowns re: next administration
- Changing federal research rules, funding levels, & priorities
- State's "will" to fund higher education
- Tenuous future of national labs

Economics

- National economic downturn
- Low NM population density = limited tax base

Community

- Strong desire of community to be consulted & involved in decisions
- UNM is a "city within a city"

Internal Strengths

Leadership & People

- A President with experience, support from Regents, and a multi-year commitment
- New vision and goals with leadership commitment to attain them
- Talented, dedicated people (faculty and staff) who want to make a positive difference
- Diverse student and staff population
- Demonstrated ability to change, i.e. Banner system
- Current bias for action & organizational development

Reputation

- Position as a flagship institution
- Coherent set of schools & colleges
- National rankings in many UNM programs
- Nationally-acclaimed research programs
- Strong athletics programs
- Strong outreach through physical & virtual presence at branches & centers

Financial Position

- Projected overall stability for next 10 years
- HSC's sound financial status
- Strong real estate assets – Mesa del Sol, Rio Rancho, other land-lease holdings

Affordability

- Very competitive tuition and fee rates
- Lottery Scholarships

Policies

- Competitive faculty/staff benefits, tuition remission, leave

Facilities

- New hospital, Cancer Center, Architecture building, etc.

Relationships

- Our strengthening and developing relationship with CNM
- Very politically connected
- Proximity to National Labs



Internal Weaknesses

Academics

- Low retention and graduation rates
- Acceptance of poorly prepared incoming students without coordinated plans to support their success
- Faculty demographics do not match students
- Many students with high levels of unmet needs
- Competency & discipline re: outcomes assessment

Leadership & Administrative Practices

- Historic instability of senior leadership
- Historic lack of clear vision & alignment of resources/ activity to achieve that vision
- Historic lack of coordinated strategic planning that becomes executed and operationalized
- Historical lack of alignment of facilities master planning with an overall vision and strategy for UNM
- Historic lack of fiscal discipline
- Lack of coordinated planning processes with focus on measuring for results
- Historic lack of focus on teamwork
- Historic lack of clarity around who gets resources and why
- Constant shifts in leadership lead to sense of starting over; difficulty in gaining traction on initiatives
- Problems with research administration
- Lack of knowledge/understanding of budgeting processes outside of finance administration

Focus

- Historic inconsistent messages about what UNM is really about
- Nebulous "brand"
- Over focused on New Mexico and New Mexicans, potentially limiting UNM's regional, national, & international potential

Financial Position

- Overdependence on government/public financial support to maintain financial viability
- Some units have historical practice of deficit spending
- Poor fundraising infrastructure

Policies

- Policies, practices, & performance expectations not updated/aligned with mission, vision, & values
- Below market salaries in many areas where national competitiveness is essential
- Lack of consistency of budget practices & expectations

Facilities & Infrastructure

- Historic lack of investment in BR&R
- Lack of coordinated IT infrastructure
- Lack of adequate access to good data at the college level

Relationships

- Historic perception that decisions are made without input from those they will impact – community, faculty, staff, etc.
- Historic distrust of administration by faculty and the community
- Internal strategic communications
- Perceived "us" vs. "them" mentality between administration and faculty
- Lack of school spirit



Opportunities

Organizational Culture

- Development of a fully-staffed senior leadership team
- Creation of an institution-wide culture characterized by authenticity, transparency, civility, inclusion, and alignment toward a common vision
- Calling out, developing, investing in, & rewarding vision-aligned efforts, activities, & results among faculty and staff
- Developing HSC and Central Campus synergy to become a learning organization
- Redeployment of resources to support new or expanded vision-aligned programs

Demographics and Diversity

- Leveraging, learning from, and maximizing UNM's majority-minority status
- Leveraging UNM's geographical, geocultural, and geopolitical location for research, economic development, and academic program models
- Rural New Mexico
- Becoming the international model and center for intercultural competency

Academics

- Evolution and Revitalization of University College and honors programs
- BA/MD model – potential application to other programs
- Development of collaborative and interdisciplinary programs with other institutions
- Evolution of distance education practices and technologies – extended U
- Expansion of international programs

Health Care

- Nationally-acclaimed Hispanic/Native American education center
- Rural medicine project – HERO
- TeleHealth/ECHO as new models for care
- To become a “Wellness” campus
- Serving key leadership role in healthcare reform
- Potential of UNM Medical Group

Research

- Translational research, including clinical and translational science center
- Evolution and reorganization of the Research Office
- Academic research links with Latin America

Facilities

- Developing a vision-aligned, long-term master facilities plan
- Rio Rancho campus
- Lobo Development
- “Green” initiatives

Relationships

- CNM and the 2+2 initiative
- Partnerships that can support K-12 improvements/develop pipeline programs
- Relationships with Pueblos
- The changing political landscape
- Capital campaign = chance to build/improve donor & potential donor relationships



Threats

Organizational Culture

- Not addressing perception/reality re: lack of trust, respect, & collaboration between HSC & main campus
- Growing perception of a “top heavy” executive team
- Tolerating behaviors not aligned with stated vision & values; not rewarding those that are aligned
- Not investing in executive leadership team development to build desired leadership team culture as soon as the key positions are filled
- Lack of nimbleness and slowness to change
- Continuation of “silo” behavior
- Not engaging stakeholders in conversations/decisions that affect them
- “Reactive” as the default mode, rather than “proactive”
- Ignoring inconsistent applications of policy, both real and perceived
- Exit of productive faculty, administrators, staff; not investing in keeping the best
- Failure to see & leverage entrepreneurial opportunities

Demographics and Diversity

- Investing in “diversity” without also investing in how diversity will result in new conversations, ways of thinking, & improved outcomes
- Inability to recruit and retain high-quality faculty, diverse and otherwise
- Not planning for demographic shifts and aging population
- Overall state of poverty in New Mexico

Academics

- Accreditation – not geared up for outcomes-based learning
- A K-12 system that continues to struggle
- Not investing to attract top graduate students

Health Care

- Rising costs/frequency of uncompensated care at the hospital
- Shortage of health professionals, especially nurses
- Unknowns around health care reform

Financial Position & Economy

- Depending too much on federal and state funding
- Potential for a national recession

Research

- Cuts, unknowns, and/or lack of growth in federal research funding

Facilities

- Building without alignment with an overall UNM vision and strategy
- Allowing valuable facilities to further deteriorate
- Investing in facilities that should be torn down
- Lack of capacity at HSC

Political Environment

- Loss of seniority at federal legislative level



Factors, Competencies, and Conditions Required for Future Success

Leadership & Governance

- Stable, competent, trust-inspiring leadership
- Leaders consistently model the desired/expected behaviors
- High level of competency in strategic planning, execution, & measurement of results
- Succession planning & mentoring of future leaders
- Leadership attention to metrics that really matter
- Priorities are clear to everyone

Organizational Culture

- Clear, consistent mission, vision, & values that focus activities and resources
- Entire campus engaged in contributing to the mission & vision, & living the values
- All policies & practices consistent with the mission, vision, & values
- A culture of accountability & transparency
- Engagement of people in decisions that affect them
- Demonstration of desired values & behaviors is rewarded
- Propensity to be proactive
- Positive storytelling that demonstrates commitment to the mission & vision, reinforcing the desired culture & behaviors

Academics, Research, & Programs

- Mechanisms in place to attract & graduate talented students
- Mechanisms in place to support the success of all students
- Interdisciplinary education & research
- Promotion/tenure processes balance teaching, research, & community engagement
- Diverse faculty that reflects diversity of students
- Strong partnerships and programs with K-12
- Robust IT infrastructure to support teaching, research, distance learning, & decision-making

Health Care

- Capacity of patient care facilities sufficient to meet needs
- Health care provider base sufficient to meet needs

Finance & Funding

- Mission and vision-aligned reallocation of resources
- Adequate infrastructure to support a successful capital campaign
- Budget know-how and discipline
- New revenue streams, independent of legislature

Facilities & Campus Environment

- Comprehensive, dynamic, & relevant facilities master plan linked to the vision
- Processes to ensure the safety of all
- Inviting campus environments that reflect the mission, vision, & values

Relationships

- Strong, collaborative relationships across all UNM campuses
- Attitudes & practices that invite faculty, staff, & student engagement
- Attitudes & practices that invite community engagement
- Regents & Administration clearly aligned & working together to achieve the vision



Gaps in Today's Reality and Requirements for Future Success

Leadership & Governance

- Executive leadership team is not yet solidified
- Behavioral expectations for leaders are not explicit
- Strategic Framework (rearticulated mission, vision, values & high-level strategies) not yet communicated; campus community not yet engaged
- Mentoring is not currently an explicit expectation of leaders
- Priorities not always clear or communicated

Organizational Culture

- Not practiced as an institution in moving nimbly & quickly
- Planning knowledge, expertise, & practices are inconsistent across campus
- Shared governance not perceived as understood, effective, or meaningful
- Cultural differences and historical tensions between HSC and main campus remain the "elephant in the room," resulting in missed opportunities in research & to share knowledge & best practices
- Tendency is to become stuck in a reactive mode
- The positive stories are not consistently identified & communicated

Academics, Research, & Programs

- Not currently competitive with peer institutions to attract top graduate students
- Programs & initiatives to support student success exist in pockets of the university but lack coordination and a systemic strategy
- Current promotion & tenure processes de-emphasize the community engagement aspect of the mission
- Diversity of faculty does not reflect diversity of UNM's student population
- Innovative programs/partnerships in K-12 exist but are not necessarily coordinated, leveraged, or resourced to their full potential
- Generally weak IT infrastructure

Health Care

- Lack of capacity (space & providers) to meet growing patient care needs

Finance & Funding

- Inconsistent understanding & practice of budgeting & financial accountability
- Developing budgets strategically is not practiced universally
- Current infrastructure to support fundraising is overly distributed & lacking coherence

Facilities & Campus Environment

- In the past, facilities master planning has not been deliberately & specifically tied to achieving the vision

Relationships

- Need to change the perception that Regents & some administrative leaders are negative toward faculty & staff
- Need processes to ensure engagement of & communication with the community



Core Values and Institution-wide Strategies We Will Employ as We Determine Strategic Priorities for 2009

(As Stated in the 2008 UNM Strategic Framework)

Core Values

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

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.