



HLC Accreditation Evidence Document

Title: Strategic Plan Summary

Office of Origin: Office of the President

Description: This is a document from the 2017-18 FY that shows the way the seven goals of UNM2020 were formed into concrete institutional strategies. Several strategies were formed from each goal, with corresponding objectives for each strategy. Each goal has a completion target and the assignment of responsibility to an administrator.

Date: 2018

STRATEGIC PLAN SUMMARY, 2017-18

GOAL 1: BECOME A DESTINATION UNIVERSITY

STRATEGY 1.1: EVOLVE OUR PROGRAMS AND CURRICULA TO ENTICE AND CHALLENGE A CHANGING STUDENT DEMOGRAPHIC

Metric: Overall student enrollment

Objective 1.1.1: Continue to fully implement an additional 5 wholly online degree programs by Fall 2018. *Completion Target: Fall 2018, Responsibility: White*

Objective 1.1.2: Develop an international student recruitment strategic plan. *Completion Target: Fall 2018, Responsibility: White*

STRATEGY 1.2: OPTIMIZE FACULTY AND STAFF WORK ENVIRONMENT FOR SATISFACTION AND SUCCESS

Metric: Annual faculty and staff turnover rates

Objective 1.2.1: Complete staff compensation study and approve resulting action plan. *Completion Target: Fall 2017, Responsibility: Harris*

Objective 1.2.2: Continue implementation of campus-wide IT reorganization. *Completion Target: Fall 2017, Responsibility: Harris*

Objective 1.2.3: Develop and gain approval for multi-year faculty compensation plan. *Completion Target: Spring 2018, Responsibility: White*

Objective 1.2.4: Continue to develop and implement low-cost or non-monetary rewards and recognition programs to improve faculty morale. *Completion Target: Fall 2018, Responsibility: White*

STRATEGY 1.3: IMPLEMENT CAPITAL RENEWAL FOR CAMPUS MODERNIZATION AND REVITALIZATION

Metric: Percentage of capital projects on schedule

Objective 1.3.1: Maintain schedules (on-time, on-budget) for projects underway (Johnson Center, McKinnon Center for Management at Anderson, Physics, Astronomy and Interdisciplinary Sciences, Farris Engineering Center, Smith Plaza). *Completion Target: Summer 2018, Responsibility: Harris*

STRATEGIC PLAN SUMMARY, 2017-18

GOAL 2: PREPARE LOBOS FOR LIFELONG SUCCESS

STRATEGY 2.1: INCREASE TIMELY DEGREE COMPLETION

Metric: Annual retention and graduation rates

Objective 2.1.1: Achieve four-year graduation rate above 25%. *Completion Target: Fall 2019, Responsibility: White*

STRATEGY 2.2: GROW TARGETED GRADUATE PROGRAMS

Metric: Annual graduate program growth

Objective 2.2.1: Achieve 10% increase in enrollment in shared credit programs (concurrent undergrad/graduate enrollment). *Completion Target: Fall 2019, Responsibility: White*

STRATEGY 2.3: IMPROVE INTEGRATION OF THE BRANCH CAMPUSES WITH THE MAIN CAMPUS

Metric: Annual branch transfer enrollment

Objective 2.3.1: Increase degree completion and transfer rates at branch campuses. *Completion Target: Summer 2019, Responsibility: White*

STRATEGIC PLAN SUMMARY, 2017-18

GOAL 3: PROMOTE INSTITUTIONAL CITIZENSHIP AND INCLUSIVE EXCELLENCE

STRATEGY 3.1: PROMOTE A CAMPUS CLIMATE OF INCLUSIVENESS AND RESPECT

Metric: Progress on inclusive excellence scorecard measures

Objective 3.1.1: Develop a full strategic plan to advance a campus climate that eradicates sexual violence, promotes racial and cultural tolerance, and encourages free and respectful dialogue; begin rapid implementation as plan components are finalized. *Completion Target: Summer 2018, Responsibility: All*

Objective 3.1.2: Continue dialogue and develop recommendations regarding UNM's legacy symbols, artwork and building names. *Completion Target: Fall 2017, Responsibility: White*

Objective 3.1.3: Complete assessment and begin implementation of Equity & Inclusion structure and objectives. *Completion Target: Summer 2018, Responsibility: White*

STRATEGY 3.2: INTEGRATE COMMUNITY ENGAGED TEACHING, LEARNING, AND SCHOLARSHIP THROUGHOUT UNM

Metric: Annual increases in reported community engagement activities

Objective 3.2.1: Assess structure and develop an assessment tool for effectiveness of our community internship programs. *Completion Target: Fall 2018, Responsibility: White*

STRATEGIC PLAN SUMMARY, 2017-18

GOAL 4: ENHANCE HEALTH AND HEALTH EQUITY

STRATEGY 4.1: IMPROVE HEALTH AND HEALTH CARE FOR THOSE WE SERVE

Metric: Improve annual State Healthcare Ranking

Objective 4.1.1: Form partnership between UNMH and Office of Community Health to fund two health extension officers to address Native American health issues in Bernalillo County. *Completion Target: Summer 2018, Responsibility: Roth*

STRATEGY 4.2: BUILD THE HEALTH CARE WORKFORCE OF NEW MEXICO BY PROVIDING A PREMIER EDUCATION

Metric: Reduction in counties qualifying as healthcare shortage areas

Objective 4.2.1: Update state report on workforce shortages and recruitment strategies. *Completion Target: Fall 2017, Responsibility: Roth*

Objective 4.2.2: Hire two dermatology faculty to rebuild capacity for restarting dermatology residency. *Completion Target: Summer 2018, Responsibility: Roth*

Objective 4.2.3: Complete UNM West program plans and building #2 design. *Completion Target: Summer 2018, Responsibility: Roth*

STRATEGY 4.3: FOSTER INNOVATION AND TRANSLATE OUR RESEARCH AND DISCOVERIES INTO CLINICAL AND EDUCATIONAL PRACTICE

Metric: Increase funding for clinical and translational research

Objective 4.3.1: Recruit at least one basic science researcher per year that complements health and biomedical education and clinical efforts. *Completion Target: Summer 2018, Responsibility: Roth*

Objective 4.3.2: Develop standards to attract and retain high quality research faculty who are or will be extramurally funded. *Completion Target: Summer 2018, Responsibility: Roth*

Objective 4.3.3: Develop joint center for gerontology between main campus and HSC. *Completion Target: Summer 2018, Responsibility: Roth*

Objective 4.3.4: Develop 2 new joint educational programs between Main Campus and HSC. *Completion Target: Summer 2018, Responsibility: Roth and White*

STRATEGIC PLAN SUMMARY, 2017-18

GOAL 5: ADVANCE DISCOVERY AND INNOVATION

STRATEGY 5.1: ENHANCE UNM'S POSITION AS A 21ST CENTURY LEADER IN RESEARCH

Metric: Annual progress on identified research performance measures

Objective 5.1.1: Continue implementation of comprehensive research strategic plan for main campus. *Completion Target: Spring 2018, Responsibility: White*

STRATEGY 5.2: GROW EXTERNAL FINANCIAL SUPPORT FOR RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

Metric: Annual research awards and sponsored program expenditures

Objective 5.2.1: Foster strategic interdisciplinary initiatives through support of new cross-cutting and cluster faculty hires and by identification of sources for seed investment to stimulate faculty success in extramural funding. *Completion Target: Summer 2018, Responsibility: White*

STRATEGY 5.3: MAXIMIZE RESEARCH OPPORTUNITIES BY FULLY LEVERAGING COLLABORATION WITH THE REGION'S NATIONAL LABS

Metric: Growth in joint programs between UNM and national labs

Objective 5.3.1: Increase the number of shared professorships with the National Labs. *Completion Target: Spring 2018, Responsibility: White*

STRATEGIC PLAN SUMMARY, 2017-18

GOAL 6: ENSURE FINANCIAL INTEGRITY AND STRENGTH

STRATEGY 6.1: DEVELOP A DIVERSIFIED, SUSTAINABLE FINANCIAL MODEL TO SUPPORT THE GOALS, MISSION, AND VALUES OF THE UNIVERSITY

Metric: Regular reporting and approval of budget milestones according to annual budget development timeline

Objective 6.1.1: Utilize the “Tuition Share” budget allocation process to incentivize revenue growth and quality improvement. *Completion Target: Spring 2018, Responsibility: Harris and White*

STRATEGY 6.2: ENSURE REGULATORY COMPLIANCE AND MAXIMIZE SAFETY ON OUR CAMPUS WHILE CONTROLLING COST

Metric: Annual Progress on campus-wide risk assessment and evaluation.

Objective 6.2.1: Increase awareness and effectiveness of EthicsPoint Compliance Hotline reporting through marketing measures, improved Hotline features to increase ease of use, and increased communication with compliance partners. *Completion Target: Spring 2018, Responsibility: Abdallah*

STRATEGY 6.3: CONTINUE BUILDING THE UNM ENDOWMENT

Metric: Year-end endowment market value

Objective 6.3.1: Grow endowment to \$480M by 2020. *Completion Target: Summer 2020, Responsibility: Nemcik*

Objective 6.3.2: Achieve annual fundraising goal of \$80M. *Completion Target: Summer 2018, Responsibility: Nemcik*

STRATEGIC PLAN SUMMARY, 2017-18

GOAL 7: ADVANCE AND ACCELERATE ECONOMIC DEVELOPMENT

STRATEGY 7.1: LEAD THE ADVANCEMENT OF NEW MEXICO'S INNOVATION ECONOMY

Metric: Annual report of progress on Innovate ABQ master development plan

Objective 7.1.1: Begin discussions on creating a master plan development agreement for Innovate ABQ. *Completion Target: Summer 2018, Responsibility: Harris*

Objective 7.1.2: Continue with development of Innovate ABQ Site. *Completion Target: Summer 2018, Responsibility: Harris*

STRATEGY 7.2: ENHANCE UNM'S CULTURE OF ENTREPRENEURSHIP THROUGH THE INNOVATION ACADEMY AND RELATED PROGRAMS

Metric: Annual progress on US patents issued and start-up companies created

Objective 7.2.1: Evolve and develop a proposal for the Innovation Academy structure in conjunction with re-envisioning University College. *Completion Target: Summer 2018, Responsibility: White*