

# **THE UNIVERSITY OF NEW MEXICO STRATEGIC PLAN**

## **WITH VISION AND MISSION STATEMENTS AND IMPLEMENTATION PLAN**

(Approved by the UNM Board of Regents, December 11, 2001)

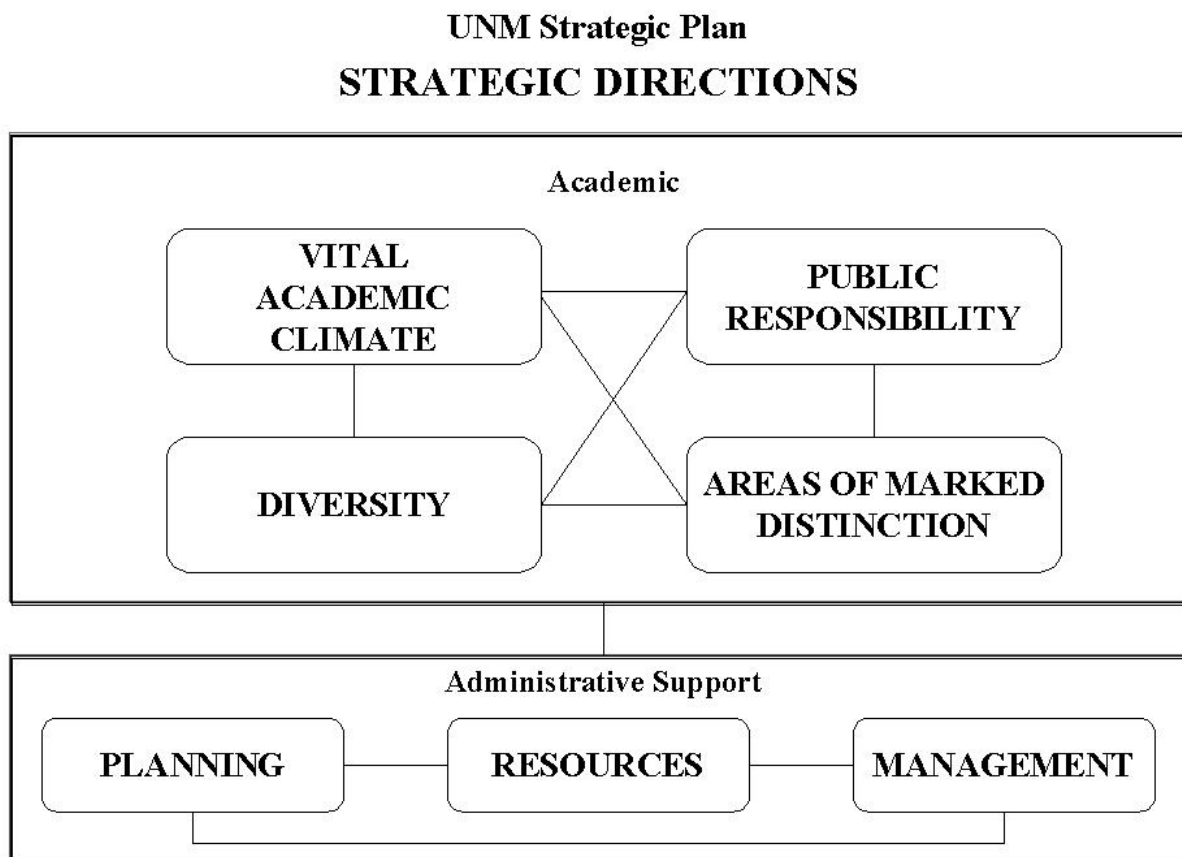
The UNM Strategic Plan is the result of 18 months of extensive discussion involving the entire University community and many interested people from off campus. In the Spring of 2000, President William Gordon and Provost Brian Foster appointed a Strategic Planning Task Force that managed the process. Several hundred people participated in brainstorming sessions, ad hoc working committees, public forums, meetings, and other activities to provide input and feedback on the plan. The planning process has benefited greatly from these many people's counsel and greatly influenced the direction and tone of the final document.

The UNM Strategic Plan consists of two main parts:

- Part I includes UNM's Vision Statement (how we see ourselves and want others to see us), Mission Statement (in broad terms what we actually do), Values Statement, and a Statement of Strategic Advantages.
- Part II, the "Strategic Plan," consists of two kinds of propositions. The "Strategic Directions" of the plan are critical elements that give continuity and direction to the University's development over the next five to ten years. They might best be seen as the means for achieving UNM's vision and mission—in fact, they cannot be read without reference to UNM's Vision and Mission Statements. Each strategic direction is given further definition by a series of "Objectives"—statements with clear implications for educational, research, and service outcomes.

As the accompanying diagram suggests, the strategic directions fall in two categories. Four of them (i.e., Vital Academic Climate, Public Responsibility, Diversity, and Areas of Marked Distinction) address the academic core of the University and are closely interconnected. These academic elements rest on three closely connected support elements (Planning, Resources, and Management Systems and Support Functions).

Figure 1  
Relations among Strategic Directions



For further information about the UNM Strategic Plan, refer to the Strategic Planning website, [www.unm.edu/~unmstrat](http://www.unm.edu/~unmstrat), or contact Melissa Vargas, Strategic Planner in the Office of the Provost.

# UNM STRATEGIC PLAN

## PART I

### Vision Statement

UNM will build on its strategic advantages:

- to offer New Mexicans access to a comprehensive array of high quality educational, research, and service programs;
- to serve as a significant knowledge resource for New Mexico, the nation, and the world; and
- to foster programs of international prominence that will place UNM among America's most distinguished public research universities.

### Mission Statement

The University will engage students, faculty, and staff in its comprehensive educational, research, and service programs. UNM will provide students the values, habits of mind, knowledge, and skills that they need to be enlightened citizens, to contribute to the state and national economies, and to lead satisfying lives. Faculty, staff, and students create, apply, and disseminate new knowledge and creative works; they provide services that enhance New Mexicans' quality of life and promote economic development; and they advance our understanding of the world, its peoples, and cultures. Building on its educational, research, and creative resources, the University provides services directly to the City and State, including health care, social services, policy studies, commercialization of inventions, and cultural events.

### Value Statement

The values of the individuals who teach, learn and work at UNM have shaped over time the values of the University. Our values provide a frame of reference for making decisions. They contribute to the general atmosphere of the University and then guide us in our teaching, our pursuit of knowledge, and our public service.

Academic Freedom: As a center of knowledge, the University adheres to the doctrines of academic freedom and free speech. The University will continue to protect the exploration of ideas and will encourage inquiry and creative activity by students, faculty and staff. At the same time, the University opposes statements and activities that reflect bigotry and prejudice, and that consequently tend to diminish active participation by all elements of the academic community and to inhibit the free expression of ideas.

Diversity Within the Academic Community: The University values the diversity of its students, faculty, staff and the other people with whom it interacts. Our differences assure that the University is a forum for the expression, consideration and evaluation of ideas. The educational

process on our campus is clearly enriched and strengthened by the fact that these ideas arise and are evaluated from such diverse perspectives.

Creativity and Initiative: The University moves forward in its academic programs, student support services, and other operations by encouraging and rewarding creativity and initiative among faculty, staff, and students.

Excellence: At the University, we value excellence in our people, in our programs, and in our facilities. We have a responsibility to encourage and develop excellence among our faculty, staff and students. We are committed to be leaders.

Integrity and Professionalism: Integrity and ethical, professional behavior by all individuals associated with UNM are essential in order for students, faculty, staff and the public to have trust in the University.

Access and Student Success: We have a clear obligation to provide a quality higher education to all New Mexico students who have the capability to succeed. This obligation is combined with the responsibility to provide an environment and appropriate support that will give every individual his or her best chance of success.

### **Strategic Advantages**

The University of New Mexico's location provides strategic advantages that define opportunities to realize the University's vision and mission.

- New Mexico's diverse demographic profile provides UNM the opportunity to create an exceptionally rich learning environment characterized by a wealth of different ideas considered from a multitude of perspectives.
- UNM is near an international border; the associated cultural, political, historical, economic, and social relations provide a foundation for a natural international orientation.
- The University's proximity to the internationally prominent scientific communities of the federal laboratories provides manifold opportunities for collaboration and synergy in scientific and engineering education and research.
- UNM's location in the midst of a world-class arts center, along with museums and other support facilities, provides unique opportunities for research and creative activity, as well as for educational programs in the arts and humanities.
- New Mexico's high-desert location, accompanied by the surrounding mountains, the Rio Grande Valley, and other natural features provides a laboratory for environmental, water, health, and other research and educational opportunities.
- New Mexico's rich cultural heritage, spectacular landscape, and climate provide a high quality of life that is appealing to many scholars, students, artists, business firms, and others for whom the state is a highly desirable place to locate.

## PART II

### Strategic Direction on

### VITAL ACADEMIC CLIMATE

#### **Foster a vital climate of academic excellence that actively engages all elements of our community in an exciting intellectual, social, and cultural life.**

Explanation: The most important mark of a great university, and the most important determinant of student and faculty success, is passionate engagement in important ideas—important not just in the strictly academic sense, but also in meeting the needs of our external constituencies. This kind of engagement raises aspiration, creates community, enhances commitment and focus, and builds discipline; it produces habits of mind and behavior that lead to student success and retention and to outstanding faculty contributions—in general, to academic excellence. Such commitment cannot be limited to the campus or indeed to the academic world; it is essentially of the “real world.” But as an educational institution, the University must be an *academic* community in the sense that the social, cultural, and academic life of students, faculty, and others rests substantially on academic commitment. Curriculum, co-curricular activities, academic events such as conferences and symposia, cultural events, community service, research, and social activity must all connect in substantial ways to the academic experience. This strategic direction is about creating the high level of academic commitment and excitement that is characteristic of great universities. A dynamic and interactive climate depends on a robust information infrastructure that supports teaching, learning, and research.

#### **Objectives**

- Provide high quality education for undergraduates in every program UNM offers
- Evaluate and restructure UNM’s support for graduate education and raise the effectiveness and stature of our programs
- Support individual, collaborative, and organized research and creative activity
- Develop a sense of campus community that supports the success of all students, faculty, and staff by engaging them in an active and diverse intellectual life
- Ensure substantial roles for faculty, staff, and students in university planning, administration, and governance
- Provide a secure campus environment for faculty, staff, and students that supports the development of the whole person

## **Strategic Direction on PUBLIC RESPONSIBILITY**

**Apply the University's education, research, and service capabilities to advancing the interests and aspirations of New Mexico and its people.**

Explanation: Serving New Mexico is central to the University's mission. Everything that we do at UNM—education and research as well as service activities per se—advances the interests of New Mexico. For example, we offer a comprehensive array of instructional programs that provide quality educational opportunities to New Mexicans; our programs meet the human resource needs of employers, government, schools, and other constituencies; and we train professionals in many fields and educate good citizens. Similarly, our research programs provide support for government and other organizations; we support business in collaborative relations and technology transfer; and we create knowledge about our environment and our culture and society. In addition to our educational and research contributions, we deliver many services such as health care, continuing education, social services, volunteer work through service learning programs, and access to resources such as museums, libraries, and cultural events. Together, our educational, research, and service programs promote economic development and a high quality of life.

### **Objectives**

#### **Access to Quality Higher Education**

- Provide NM citizens access to a quality higher education
- Increase access to lifelong learning statewide (e.g. distance education, web-based instruction, storefront classrooms)
- Prepare students for success in higher education and the workplace
- Increase the public responsiveness and national stature of UNM's professional programs

#### **Major Challenges Facing the State of New Mexico**

- Work with public schools, communities, and families in improving K-12 education
- Improve health status of New Mexicans
- Promote economic development

### **Quality of Life in Albuquerque and the State of New Mexico**

- Promote service-mindedness among all university constituents (faculty, staff, students, and community)
- Effectively communicate and provide access to UNM's services and expertise relevant to quality of life
- Enrich the cultural life of the community

## Strategic Direction on

### DIVERSITY

**Value and benefit from the creativity, innovation, insight, and excitement generated by the many dimensions of diversity that are the essence of the University and the State.**

Explanation: It is widely understood that diversity leads to new insight, new methods, and new knowledge. For instance, we have long known that much of the most important research occurs at the borders of academic disciplines. Similarly, the best universities and colleges have long made recruitment of students from a variety of international, geographic, and cultural backgrounds a central part of their admissions policy. The linguistic, cultural, national, disciplinary, gender, ethnic, and religious diversity of UNM and the State of New Mexico is a resource of great value. As we learn to benefit fully from it, New Mexico and UNM will be leaders in a world pervaded by diversity in politics, diplomacy, economics, arts, and every other facet of life.

### Objectives

- Increase the diversity of UNM's faculty, staff, and students to better reflect the demographics of our state
- Recognize and respect differences, creating an environment that embraces fundamental human diversity—ethnicity, gender, sexual orientation, culture, nationality, religion, age, disability, and language
- Benefit from the diversity of academic disciplines
- Recognize and benefit from the diversity of UNM's constituencies (e.g., academic community, business community, citizens, and students)
- Promote communication and interaction across disciplines and units
- Develop a comprehensive approach to international affairs at UNM, including instructional, research, and service programs, as well as a cosmopolitan, international, social, and cultural life on campus



**Strategic Direction on**  
**AREAS OF MARKED DISTINCTION**

**Provide an environment that cultivates and supports activities of national and global distinction and impact.**

Explanation: High aspiration can only mean a drive to compete with the very best. UNM must build initiatives of national and international prominence that give the greatest possible benefits to our students, faculty, and community. The institutional and programmatic stature that follows from building internationally prominent programs is in itself a strong force for academic excellence: it helps recruit the best students, faculty, and staff; it increases our public support and therefore resources; it enhances our competitiveness for grants; and it is attractive to donors. Such prominence requires that we be uncompromising in supporting individual and programmatic contributions that would bring respect and honor to most distinguished universities. Since no university can be eminent in everything, we must build selectively in areas for which our strategic resources give us strong competitive advantages. At the same time, we must build a set of high-profile initiatives that ideally will span the entire university such that all programs can relate to one or more of these exciting foci. We must be aggressive in pursuit of true excellence in recruiting and supporting students, faculty, and staff in order to assure their success in instruction, research, and service. We must expect research contributions that have a significant, widely recognized impact on academic disciplines, on practical applications, and/or on quality of life. Creating an environment for this kind of achievement is a prerequisite for becoming a distinguished university.

**Objectives**

- Implement an open process for identifying current or potential areas of strategic strength at UNM
- Create structures and processes to effectively support and provide resources distinguished programs
- Develop and implement effective methods of communicating about UNM's strongest programs to the university, metro area, state, national, and international communities
- Develop a system for regular evaluation and accountability of programs identified as UNM's strongest and most promising

## Strategic Direction on

### PLANNING

**Draw strategically on UNM's resources, building integrated, coherent, disciplined activities to pursue our collective vision as an educational institution.**

Explanation: The underlying idea is to create a thoughtful, inclusive, and disciplined way to think about using our resources to achieve our vision. In order to do this, we must build on resources that are unique to the University and the State, must identify our competitive advantages, and must take appropriate action. We must be realistic about what we can achieve, but we also must hold ourselves to high standards in our efforts to reach high aspirations. We must engage the entire campus and its many constituencies in a genuine conversation about the University's vision and mission and how to achieve them. We must articulate the plans of colleges and service units with the broader UNM plan. Finally, we must mandate periodic, honest, and public evaluation of the plan and its implementation. The plan must be a living document that evolves with the benefit of honest evaluation and continuing dialogue.

### Objectives

- Institutionalize the planning process
- Align unit plans (e.g., branches, colleges, divisions, and departments) with the strategic plan
- Align resource allocation with the plan through budget, facilities, and technology planning, and other processes
- Evaluate the plan on a biennial basis and make appropriate adjustments

## Strategic Direction on

### RESOURCES

**Foster the responsible, effective, strategic, accountable cultivation of human, financial, intellectual, and physical resources.**

Explanation: The University's successes have outstripped its resource base in many ways, and it is critical for UNM's further development that we be effective in both the cultivation and use of our human, financial, and physical resources. Both the number and quality of faculty, support staff, and students are critical to achieving our mission. Moreover, high-level performance of our people and programs requires adequate physical resources—for instance, buildings, furnishings, instrumentation, equipment, information technologies, classrooms, and libraries. For some time a shortage of faculty and staff (often related to level of compensation) and of physical resources has placed constraints on our program growth and effectiveness. Creating the right mix of these resources is a long-term process that depends heavily on continuity in effective planning. Although adequacy of financial resources is not sufficient for assembling the kinds of physical and human resources that we need, it is absolutely necessary that our financial resource base be increased significantly. We must pursue all possible revenue sources vigorously, including state appropriations, tuition, private fundraising, auxiliaries, research and grant activities, income from technology transfer activities, and direct service delivery. We must also work aggressively to achieve the most effective use possible of our existing resources.

### Objectives

#### **Human Resources**

- Enhance recruitment and retention of employees
- Create effective programs for professional development
- Enhance student employees' job experiences and the academic benefit of employment
- Foster a culture of recognition and reward for excellence in teaching, research, scholarship, creativity, service, and leadership

#### **Financial Resources**

- Use financial resources effectively
- Increase effectiveness and visibility of UNM's fundraising activities
- Maximize state appropriations
- Improve UNM's competitiveness in obtaining grants and contracts

- Improve effectiveness of enrollment management
- Enable effective technology transfer

### **Intellectual Resources**

- Align the development of intellectual resources to support instructional, research, and service programs (i.e. research collections, libraries, laboratory capabilities, performance venues)

### **Information Resources**

- Provide and maintain state-of-the-art computing, communications, and information technology across the university

### **Physical Resources**

- Align physical resources with priorities

## **Strategic Direction on MANAGEMENT SYSTEMS AND SUPPORT FUNCTIONS**

### **Develop and sustain effective management systems and academic and student support functions.**

Explanation: Underlying every instructional, research, and service function is a complex set of management systems—for example, systems that place faculty and staff on the payroll; that accomplish purchasing, building and grounds maintenance, student matriculation and registration, and room assignments; that generate transcripts, graduate admissions, and financial aid; that maintain information systems; and that support budget processes, grants/project management, and fundraising. Many of UNM's systems are not effective, leading to students' and faculty members' frustration; to concern by Regents, legislators, and others; and to enrollment shortfalls and other negative outcomes that seriously impact the quality of our programs. Management systems and academic and student support systems must be of a quality consistent with our high academic and service aspirations. Similarly, the performance of individuals who design and manage the way university business gets done must be of the highest quality if the University is to achieve its objectives. We must recognize, encourage, and reward individual and programmatic efforts that promote UNM's mission and values.

### **Objectives**

- Articulate leadership, management, and decision functions to assure both accountability and efficiency
- Streamline approval processes
- Eliminate duplication of services and promote coordination and collaboration
- Increase efficiency and customer focus of transactions
- Improve management systems that support student services