



THE UNIVERSITY *of*
NEW MEXICO

Preamble to the Regents' Goals for the President of the University of New Mexico

The following document sets forth the goals that the UNM Board of Regents has articulated for the President of the University of New Mexico.

The Regents recognize that these goals are very ambitious. The work required to accomplish them will be greater than the ability of just one person to accomplish and will require a strong team approach. Therefore, the Regents look to the President to ensure that a strong and capable executive leadership team is in place to help accomplish the work at hand.

The Regents also recognize that the ever-changing environment, including the potential emergence of new opportunities and challenges, will require that adjustments will need to be made to these goals over the next five years. Additionally, many of these goals will take more than five years to accomplish. Therefore, these goals should be viewed as guidelines and part of a continuing dialogue to set direction, create alignment of activities and resources, and evaluate progress toward achieving our vision of excellence for the University of New Mexico.

REGENTS' GOALS AND EVALUATION CRITERIA FOR THE PRESIDENT OF THE UNIVERSITY OF NEW MEXICO

Strategic Action Plan - Major Milestones and Benchmarks for 1st Year Aligned with Regents' Goals

Proposed Regent Goal 1. Mission, Vision, and Strategic Plan

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

Comments and Timeline: This goal will require campus-wide discussion and most of the work should be completed in year one or at the very latest the first quarter of year two. Part of this goal should include the development of a Master Facility Plan that integrates the 3 existing master plans for Main Campus, North Campus, and South Campus as well as the plan to be developed for lands adjacent to the 3 campuses (see goal 8).

Tactics for Year One:

- Clarify, finalize, and publicly communicate the revised mission and vision statement for UNM.
- Establish a process for modifying the current strategic plan.
- Establish a process for developing a master facility plan that ties to the strategic plan.

Milestones/Benchmarks by 1 June 2008:

- The document "UNM in the 21st Century: A New President's Vision" will be officially released and adopted.
- A task force will be appointed and assigned to work with the President to revise the strategic plan.
- A town hall meeting will be held to publicly discuss UNM's strategic direction and facility plan.

Proposed Regent Goal 2. Accountability

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

Comments and Timeline: Work on this goal will continue throughout the five year period, but the important task of recruiting and hiring senior executives will take place in the first year, with the objective of creating an environment of leadership stability. The Provost will evaluate and recruit the Deans. The UNM Audit Committee will continue to perform a vital function to ensure financial accountability.

Tactics for Year One:

- Develop and establish the executive cabinet team as the behavioral and performance model for the entire university.
- Affirm a core set of high-level measures of performance excellence for UNM that will serve as the University's "ledger system" for evaluating and communicating performance on an ongoing basis. The ledger should also serve to align performance standards and accountabilities of individual colleges with those of the overall UNM system.
- Establish systems and processes to communicate the mission, vision, and values to every UNM employee within 6 months of their rollout.
- Determine areas of greatest opportunity and ways to leverage strengths while mitigating threats and weaknesses.

- Implement a budget strategy focused on performance to strengthen fiscal responsibility.
- Continue to make strategic use of the Audit Committee.

Milestones/Benchmarks by 1 June 2008:

- Two performance ledgers will be completed and made available on-line – one for the Main Campus and separate ledger for the HSC.
- The Executive Cabinet under the direction of the President and Executive Vice Presidents will complete and make available to the strategic planning task force a SWOT Analysis of UNM.
- The banner budget module will become operational on both Main Campus and HSC.

Proposed Regent Goal 3. Academics

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

Comments and Timeline: Work on this goal also will continue throughout the 5 year period. A new organizational structure will be put in place in year 1 and then progress should become apparent in subsequent years.

Tactics for Year One:

- Establish the Division of Enrollment Management.
- Develop and announce a comprehensive partnership with CNM.
- Implement changes and programs to improve retention and graduation rates.
- Fully develop the learning center concept.
- Develop “feeder” institution partners to attract the top performing students in NM.
- Open regional recruiting offices and/or functions in NM and the Southwest.

Milestones/Benchmarks by 1 June 2008:

- The Division of Enrollment Management will be fully functional and an enrollment management plan will be presented to the Board.
- An MOU will be signed with CNM that has been approved by the Boards of both institutions.
- An evaluation of the strategic importance and effectiveness of University College will have been completed.
- The new Student Success Building will be opened.
- “Feeder” pathway programs will be in place with UNM branches, appropriate NM High Schools, and Community Colleges.
- A recruiting office will be opened in eastern NM and recruiting functions will be established in southern California and along the I-35 corridor in Texas.

Proposed Regent Goal 4. Diversity of Leadership, Faculty, and Staff

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

Comments and Timeline: Work on this goal will continue throughout the five year period. Organizational changes and hiring of key executives will be completed in year one. Progress on faculty should improve continuously over the remainder of the 5 year period.

Tactics for Year One:

- Retain a nationally recognized higher education recruiting firm to assist with the Executive Team recruitment.

- Establish the Division of Institutional Diversity under the leadership of the Interim VP for Institutional Diversity.

Milestones/Benchmarks by 1 June 2008:

- The following positions will be permanently filled: Provost /Executive Vice President for Academic Affairs, Vice Presidents for Enrollment Management and Institutional Diversity, and the Executive Vice President for Rio Rancho and Coordinator of Branch Campuses.
- A diversity action plan and report card for the major components of UNM will be completed.

Proposed Regent Goal 5. Community Engagement

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

Comments and Timeline: Work on this goal will continue throughout the 5 year period. Much of the effort in year 1 will involve getting to know the State, and steady progress can be expected with accumulated benefits evident at the end of each subsequent year. UNM believes in strong government-to-government relations with the tribes, nations, and pueblos in New Mexico. We must continue to work with member organizations and look at updating and revising our current MOUs with each of the entities. Two other groups also warrant engagement – parents and retirees. Both have enormous potential to contribute to UNM.

Tactics for Year One:

- A comprehensive review of public relations and communications strategies in all areas of UNM will be conducted.
- The President will become familiar with the major regions and issues regarding higher education in NM.
- A strategic marketing taskforce will be established.
- Develop and publish promotional materials that more effectively communicate the University's sincere commitment to inform, as well as engage and partner with students, parents, and the community.
- Continue expanding the fledgling Parents Association.
- Strength communication with the UNM Retiree Association (UNMRA).

Milestones/Benchmarks by 1 June 2008:

- A more centralized, strengthened, and coordinated approach to public relations and communications will be in place for UNM.
- The strategic marketing task force will produce a final report with recommendations for strengthening UNM's brand and consistency in branding.
- The President's statewide tour will be completed, including visiting as many of the pueblos, tribes, and nations as possible.
- A full-time person will be employed to support the Parent's Association.
- An annual reception will be instituted to congratulate new retirees and support members of UNMRA.
- Revise as many of the MOUs as possible with the tribes, nations, and pueblos.
- The President's office will publish an elegant annual report and promotional video that includes the main campus, HSC, and the branches.

Proposed Regent Goal 6. Legislative Role

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

Comments and Timeline: This is another goal that will continue throughout the 5 year period. Progress and momentum should be evident during each legislative session.

Tactics for Year One:

- President meets and gets to know the leaders of the state and the legislature.
- Create a comprehensive legislative approach under centralized and coordinated management, and review contracts with lobbyists.
- Develop strategic approaches for important tax elections.

Milestones/Benchmarks by 1 June 2008:

- Coordination of the legislative agenda will be vested in the office of the Executive VP for Administration who will review and evaluate contracts with lobbyists.
- Conclude the legislative session with appropriate capital funding needs, 0 tuition credit, and a 5% salary increase for employees.
- In Rio Rancho, support and assist in the passage of the fall CNM property tax, spring UNM gross receipts election, and the UNMH mill levy.
- Support a statewide GO Bond for education.

Proposed Regent Goal 7. Fundraising

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

Comments and Timeline: Fund-raising will make up at least 30-40% of the President's annual work. The first year will be devoted primarily to planning and staffing for a comprehensive fund-raising campaign. Subsequent years should see incremental increases in funding and growth in the endowment.

Tactics for Year One:

- Meet top donors and donor prospects.
- Complete a comprehensive fundraising plan with organizational and funding strategies.
- Aggressively increase funding from the annual giving campaign.

Milestones/Benchmarks by 1 June 2008:

- Have a written plan and timetable approved by the UNM Foundation and Board of Regents for a comprehensive fundraising plan of at least \$500 M.
- Raise in excess of \$80 million in FY/08 (annual/foundations, private individuals).

Proposed Regent Goal 8. Economic & Resource Development

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

Comments and Timeline: This is another goal that will continue for the entire 5 year period. The focus in year 1 will be on getting the right structure so it is easy for the private sector to access the university. Also, STC will be encouraged to expand its activity to include working with the government laboratories. We will also stress growth in research in areas of economic opportunity in New Mexico. As these things develop, progress should be evident each year.

Tactics for Year One:

- Evaluate the organization of economic development inside UNM to provide clearer avenues for the private and government sectors to engage the university.

- Create a plan for commercial development of lands adjacent to the university.
- Plan major initiatives and cluster hires in priority areas (e.g., digital media graphics and visualization, energy and green technologies, cancer biology and treatment, space technology, and southwestern ethnic issues) that relate to federal lab and military lab capabilities as well as areas of economic opportunity in NM.

Milestones/Benchmarks by 1 June 2008:

- The role of economic development in the UNM organizational structure will be clarified.
- The role and responsibility of STC will be expanded to include more economic development activities.
- Board will approve a plan presented by the administration, using the vehicle of Lobo Development Corporation, to select a firm or firms to proceed with commercial development on land adjacent to the university with proceeds directed to debt service to support a substantial institutional bond issue.
- Hire digital media scientific team and locate them at the university by the end of the academic year.

Proposed Regent Goal 9. UNM Rio Rancho Campus

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

Comments and Timeline: The first step is to pass legislation to allow the establishment of a new campus with a health sciences center. Since the full development of this presence will take more than 5 years, planning and development must begin immediately. We need to solidify our partnership arrangement with CNM. The success of elections regarding taxing entities is crucial, and we must begin advocating for those right away. It will be important to “get our person on the ground” in Rio Rancho so that we have a face in the community as we proceed with developing the campus. By the end of the 5 year period we should have the campus fully underway -- offering courses and degrees to resident students.

Tactics for Year One:

- Pass legislation to allow the establishment of the new campus with a health sciences center.
- Initiate Rio Rancho master plan, business plan, and operational plan.
- Assess strategies and possible partners for building a hospital as part of the RR Campus.

Milestones/Benchmarks by 1 June 2008:

- Develop the 2+2 partnership with CNM.
- Recruit and hire the Rio Rancho Executive Vice President.
- Deploy a comprehensive PR campaign for promoting taxes to support the Rio Rancho initiative.
- Develop a transportation plan that will link the RR Campus with the Main Campus.
- An assessment for a hospital campus in RR will be completed. Evaluation will include market demand analysis, physician need analysis, and financial projections.

Proposed Regent Goal 10. Health Sciences Center

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

Comments and Timeline: The HSC is making bold advances and operations are currently working very well. The most important thing is to maintain the momentum that is already in place. In the first year it will be important to completely integrate the leadership teams of the Main Campus and the HSC. Subsequent years should see more cooperative ventures between the two entities.

Tactics for Year One:

- Maintain momentum in facility development.
- Expand statewide health networks.
- Strengthen the HSC translation of medical research from the laboratory to hospital and community clinical practice through HSC Signature Research Programs.
- Strengthen interaction, communication, and planning between HSC and Main Campus.
- Assess and plan for a new hospital in RR.

Milestones/Benchmarks by 1 June 2008:

- Continue the successful momentum of the UNM Cancer Center construction project.
- Institute implementation of the Health Extension Regional Offices (HEROs).
- Submit a competitive proposal to NIH for the Clinical Translational Science Center award.
- Integrate the HSC and Main Campus executive leadership teams into the President's Executive Cabinet.

Proposed Regent Goal 11. Athletics

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

Comments and Timeline: The integration of athletics into the overall university administration will do more than anything else to address this issue. That should occur in year one along with the development of a Student Success Center for athletes. Yearly improvement should occur throughout the 5 year period.

Tactics for Year One:

- Reorganize and integrate athletics into the overall university structure.
- Develop a plan to improve graduation rates and the APR of student athletes.

Milestones/Benchmarks by 1 June 2008:

- Change the title of AD to Vice President for Athletic Programs to signal the intention for full integration.
- Implement a new organizational structure for integrating athletics into the overall university structure such that compliance, financial administration, and academics have a reporting relationship to their appropriate counterparts at the university (i.e., President, EVP – Provost, EVA – Administration, VP – Enrollment Management).
- Successfully establish a Student Success Center for Athletes in the newly acquired Lockheed Martin Building.
- Approve the academic action plan for athletics.

Proposed Regent Goal 12. Relationship and Communications with Board of Regents

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

Comments and Timeline: A positive beginning in the first year is essential to success with this goal. It is important for the President to “get off on the right foot” with all of the Regents and to establish their confidence. Good communication is necessary to develop an effective and productive working relationship that reflects the responsibilities of the President and the Board.

Tactics for Year One:

- Board and President will review and agree on the appropriate roles for policy, strategy, and tactics to support the new strategic vision for the university.
- Board and President will develop a system of effective communication and feedback for advancing UNM.
- Make appropriate changes in Regent policies that will result in improvement in the effective functioning of the UNM Hospitals Board and their reporting relationship to the Regents.

Milestones/Benchmarks by 1 June 2008:

- President and Executive VPs will work with the Board of Regents on a revised plan of meeting schedules and agenda development for committee and regular board meetings.
- Revisions, updates, and appropriate adjustments in Board policies will be completed.
- Board will hold its first annual workshop to address a timely national and strategic topic in higher education that could likely impact UNM.
- Board will have completed an examination of its policy on shared governance and global compliance to clarify board, administrative, and faculty roles.

Additional GOALS for Consideration:

In addition to the items considered by the Regents, a few other significant issues are deemed to be of sufficient importance for the university to be included as part of the evaluation. These are described below and labeled according to the appropriate evaluation section of the Regents May 8th document.

Proposed Additional Goal from the University President. 3B. Research

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

Comments and Timeline: UNM has a reputation for outstanding programs of scholarship and research. Recently, a Research Study Group, commissioned by the previous Provost and the VP for Research and Economic Development, identified system-wide deficiencies in research administration. In year 1 it is crucial to fully implement the recommended changes of the Faculty Study Group. Also, it is important to have a plan in place to diversify our funding portfolio. If these two things are successful, we should see incremental growth in the research enterprise throughout the five year period.

Tactics for Year One:

- Improve faculty satisfaction with the research administration process.
- Diversify UNM's federal research portfolio.
- Develop closer research collaborations with the National Laboratories and other research institutions.
- Expand transdisciplinary research efforts campus wide.

Milestones/Benchmarks by 1 June 2008:

- Fully implement the recommended changes of the Faculty Study Group and the National Council of Research Administrators.
- Increase annual extramural awards to over 300 million dollars.
- Create at least one new level 3 center.

Proposed Additional Goal from the University President. 6B. Federal Relations and National Issues
Establish closer relationships with federal funding agencies and our congressional delegation. Continue to increase UNM's reputation and visibility world-wide.

Comments and Timeline: The President must spend considerable time in Washington, D.C., the first year to get to know and build confidence with the NM delegation. The landscape is changing for directed appropriations and the importance of having a strong and effective national consulting group will be more important than ever. Federal and state initiatives should be linked wherever possible to build synergy.

In serving a greater metropolitan area of almost a million people, UNM enjoys distinction as one of the 76 "urban serving public research universities" in the nation. Assuming we have been invited to officially affiliate with a newly formed group, The Coalition of Urban Serving Universities (USU), committed to lobbying in Washington D.C. to address critical initiatives of importance to America's cities.

Tactics for Year One:

- President develops confidence of congressional delegation.
- Synergize federal relations with state initiatives.
- Make effective use of our consultants, the National Group.

Milestones/Benchmarks by 1 June 2008:

- Align federal and state appropriation strategies around broad interdisciplinary projects that connect institutional strengths with strategic economic development initiatives in NM.
- Resolve the disposition of Senator Domenici's papers.
- Join and become an active participant in the Coalition of Urban Serving Universities.

Proposed Additional Goal from the University President. 11B. Athletics
There are other important issues that need to be addressed beyond the student success of student athletes. These relate to NCAA compliance, pricing of athletic events, and continued development of athletic facilities.

Comments and Timeline: UNM must have a compliance program that is effective and follows best practices identified by the NCAA. Also, the budget must be balanced with effective cost controls and strategies for increasing revenue. Fund-raising for athletic facilities must be a priority throughout the 5-year period.

Tactics for Year One:

- Conduct a market analysis of fan-base and pricing points for all sports. All efforts must be expended to increase revenues.
- Fully integrate athletics into the overall university structure and identify every opportunity to reduce costs.
- Balance the athletic budget.
- A comprehensive funding plan will be developed to renovate "The Pit."

Benchmarks/Milestones by 1 June 2008:

- The athletic budget will be balanced.
- A new ticket pricing plan in basketball and football will be completed and communicated to fans.