

UNM in the 21<sup>st</sup> Century  
A New President's Vision

David J. Schmidly



THE UNIVERSITY *of*  
NEW MEXICO

Based on my early introductions, review of the current strategic plan, initial transition, and meetings with a variety of University constituents, I wish to share with you some thoughts on where the University of New Mexico is currently positioned, and where, together, we will direct this institution during my tenure as University President. In addition to this brief history and vision of UNM, I would also like to share with you some thoughts on how I think we can achieve our goals, and what I can contribute to help us reach them.

What follows is a diagram that provides a framework for our plan of action while building upon the plan we already have in place. This framework depicts the various resources and activities that must be connected and aligned in order to make steady progress on our goals.

The development of this strategic framework involved the members of my Executive Cabinet consisting of the Executive Vice Presidents and the Vice Presidents. Thus, preparation of the document became a useful executive leadership development tool. As a leadership team, all of us are deeply committed to the planning, implementation, and execution of the necessary steps required to advance UNM to national prominence.

I invite each of you to reach deep into the future of what is, and will continue to be, the premier institution of higher learning in New Mexico.

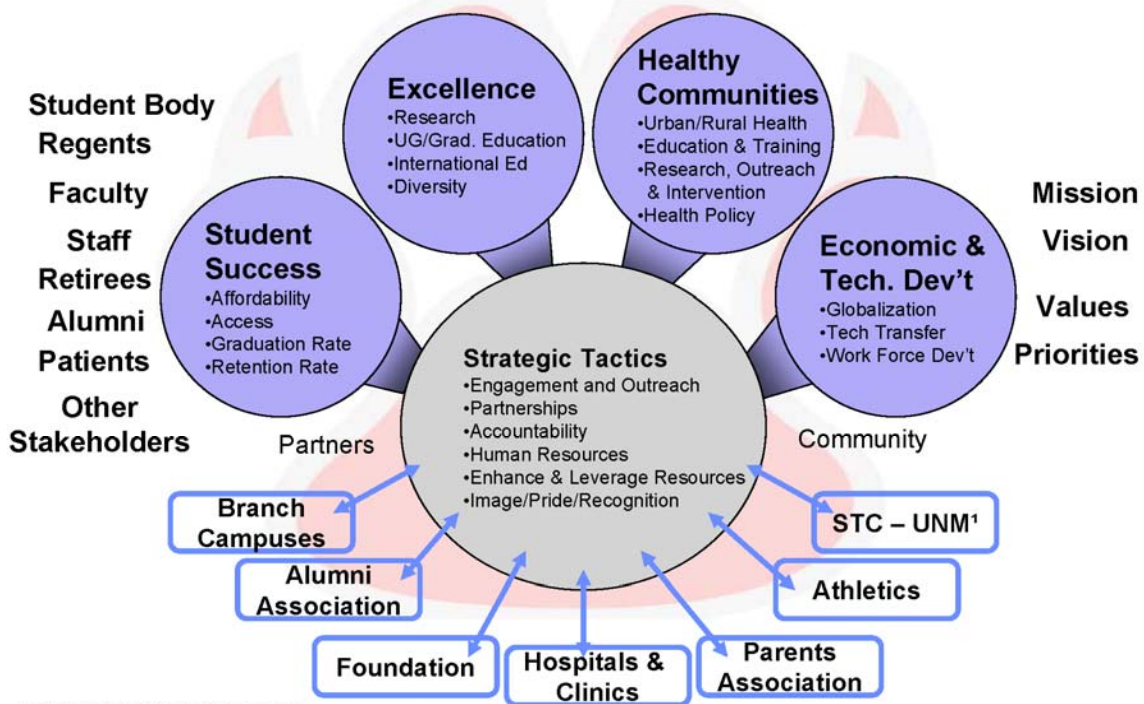
David J. Schmidly

## Table of Contents

Conceptual Framework: page 4  
National Vision: page 5  
Background: page 6  
Key Questions, Issues, and Challenges for UNM Main Campus: page 9  
    Access, Affordability, and Student Success: page 10  
    Athletics: page 11  
    Budgeting and Performance Assessment: page 12  
    Community Engagement and Partnerships with Public Education: page 13  
    Diversity: page 14  
    Excellence: page 16  
    Facilities: page 17  
    Fund-Raising and Friend-Raising: page 17  
    Government Relations: page 18  
    Partnerships, Collaboration, and “Coopetition”: page 19  
    Research: page 20  
    Rio Rancho and the Branch Campuses: page 21  
    Student Life: page 22  
    Technology: page 23  
    Technology Transfer and Economic Development: page 24  
    The Humanities and the Arts: page 25  
Special Challenges and Opportunities at the Health Sciences Center: page 25  
    Education: page 26  
    Research: page 27  
    Clinical: page 27  
Core Values: page 29  
Teamwork in Action: What we must do to Succeed: page 30  
Leadership in Action: page 31

## A CONCEPTUAL FRAMEWORK

Connecting & Aligning University Assets



<sup>1</sup>= Science And Technology Corporation

*“All our dreams can come true, if we have the courage to pursue them.”*  
-Walt Disney

## NATIONAL VISION

We have a unique window of opportunity in front of us: an opportunity to re-invent ourselves and move in new, more prominent directions, but we can't wait – the window may close soon. We won't always have the advantages and opportunities we have now.

Focusing on areas of importance and opportunity for New Mexico, it is time to aspire to national standards of excellence and performance in scholarship, research, teaching, health care, and engagement

To move us in this direction, we need to develop a BHAG (Big Hairy Audacious Goal). Our BHAG should not be mainstream; rather, it should be built around our uniqueness and things that set us apart. I believe an appropriate BHAG for UNM would be to **become the first minority/majority university and the only Hispanic Serving Institution in the country to attain membership in the prestigious Association of American Universities (AAU)**. We can be as good as any of the current AAU institutions but we must do so while embracing the qualities that make the University of New Mexico unique.

As we work to achieve such recognition, knowing that it will not be easy or happen overnight, UNM can transform itself into a performance-based, student-centered, scholarly-driven, community-connected institution that will be:

- clearly recognized by the public and academic community to be among the top institutions of higher education in the country with a reputation that is appropriately reflected in national rankings;
- nationally recognized for the quality of its research, undergraduate, graduate, and professional degree programs, and patient care as well as for its ability to leverage resources and stewardship of funds;
- known by employers for providing a highly valued degree with highly sought after graduates, as a best buy in higher education, and for its graduates' ability to reason, articulate, use modern technology, and for being good citizens;
- seen as the university of choice for New Mexico's high school students and throughout the Southwest region, leading the way in developing better partnerships between higher education and public education and leveling the educational playing field among racial and ethnic groups;

- known for a high level of institutional pride among students, alumni, faculty, and staff, such that the term “Lobo” connotes a life-long bond;
- seen as a significant player in the economic development of New Mexico;
- known for reflecting the diversity of the state of New Mexico in its diversity of students, faculty, staff, and, administration; and
- known for its globalization and internationalization of academic and research programs through international partnerships, especially with Latin American and Iberian nations.

Excellence will infuse all we do at UNM: educationally, in our faculty's research and discovery, and in our patient care programs. We will do this by focusing on our reputation as a research-extensive institution where faculty discovery drives a student learning process that prepares undergraduate and graduate students to compete in a knowledge-based society and where institutional engagement improves local communities, state and regional economic development, and prosperity in both the public and private sectors.

Building the premier learning community in the state, and one of the best in the nation, will require a team approach. By building on the spirit of the University, by expecting good things to happen, and by establishing a sense of community and inclusion, we can create an attitude of trust and send a strong message of purpose that will boost institutional self-confidence. All faculty, staff, students, alumni, and friends of the University share a responsibility to create an environment that ensures collegiality, academic distinction, personal, occupational and civic achievements, and generosity of spirit that are manifestations of “simply the best” education possible at UNM. The result will be the legacy of UNM as a national leader in higher education – manifesting excellence, inspiring confidence, and engaging society. Let it be our time to achieve and stake our claim to prominence. There is much we can do by working together, supporting one another, and embracing change that will move us forward. Together we will provide programs that are charged with innovation, energy, inspiration, collaboration, and excellence.

## **BACKGROUND**

Before we set out on our continued quest for excellence, we need to examine the benefits of reaching our goals as well as look at where we are currently.

### AAU – What Is It, and What Can It Do For UNM

AAU is an organization of leading research universities devoted to maintaining a strong system of academic research and education. Its primary focus is to provide for the development and implementation of institutional and national policies in order to promote strong programs in academic research and scholarship and undergraduate, graduate and professional education.

One of the key characteristics of AAU universities is their ability to recruit and retain exceptional students and faculty. By achieving the benchmarks associated with AAU membership, UNM will be able to aggressively recruit highly qualified candidates from across the state and country, even internationally, further advancing us down the path of excellence.

### How UNM Compares with AAU Member Universities

In 2005, AAU member institution students had an average ACT 25<sup>th</sup> percentile score of 23.2 and a 75<sup>th</sup> percentile score of 28.7. Students at UNM scored 19.0 and 24.4 respectively.

AAU member institutions have an average enrollment of 33,163. We have a total enrollment of 32,347. While we are lower than the average, our enrollment is higher than eight of the member institutions.

UNM is below the averages for research expenditures, yet we are not at the bottom of the list. On average, AAU members expend \$361.1 million and UNM expends \$158.2 million. The institution with the lowest research expenditures is sitting at \$24.7 million. We aren't at the top of this list, but we are well situated to be competitive in this regard.

Where UNM stands out is in our diversity. Not a single AAU member institution with an enrollment of more than 11,000 students comes close to our diversity of under represented groups. The average percentage of under represented students for AAU members is approximately 12 percent. Approximately 56 percent of UNM students are members of at least one minority group. As an AAU member, UNM would have the distinct opportunity to lead the country in diversity while succeeding at the highest echelons of research education.

### Building on Our Assets

A university is defined ultimately by people, resources, and the teaching, research, service and other activities that derive from the interactions among these assets.

At UNM we have a great combination of these assets. We are the only institution in New Mexico recognized in the Carnegie Classifications as a very high research university. As the flagship university in the state, we offer 94 baccalaureate, 71 masters, and 37 doctoral level degree programs; the only professional schools of architecture and planning, law, medicine, and pharmacy in the state; four branch campuses; membership in the Mountain West Athletic Conference; and numerous museums and historic sites. Our enrollment of more than 32,000 students statewide makes us the largest institution of higher education in New Mexico.

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. Recently, we have been invited to officially affiliate with a newly formed group, the Coalition of Urban Serving Universities (USU), committed to three initiatives of critical importance to America’s cities and the nation, namely: human capital (strengthening the education pipeline via systemic scalable partnerships with K-12 urban institutions, particularly in educational outreach programs like STEM disciplines); strengthening communities (economic revitalization of adjacent urban communities); and urban public health (outreach and intervention to reduce urban health disparities).

Finally, and very significantly, UNM is situated in a beautiful geographic location in a state and region of great people with a diverse and deep sense of cultural heritage. William Stafford said, “*Where you live is not crucial, but how you feel about where you live is crucial.*” UNM and New Mexico come out way on top in this regard.

A recent book in higher education – The Rise of American Research Universities: Elites and Challengers in the Postwar Era by Hugh Graham and Nancy Diamond – placed UNM in the top 33 nationally ranked and rising public research universities with regard to top-science, top-social science, and arts and humanities indices. UNM was singled out (p. 194) as one of the rising institutions that is not an AAU member but is competitive with AAU institutions. The table of rankings (Table 7.13 p. 194) reveals that UNM is the only university in the list of 33 that is a minority/majority institution.

It is apparent that our cupboard is not empty -- we have all the ingredients for success. It is time for us to build on our legacy and develop higher aspirations.

## **KEY QUESTIONS, ISSUES, AND CHALLENGES FOR UNM MAIN CAMPUS**

### Key Questions

As we think about the special challenges and issues listed below, 13 key questions need to be considered as we prepare to put a plan into action.

**How do we connect and align the various components of UNM to achieve our goals?**

**How do we make UNM the institution of choice for high quality undergraduate and graduate students in New Mexico and across the Southwest?**

**How do we increase access to UNM academic programs and student services throughout the state?**

**How do we identify ourselves as the flagship university to help stimulate the state's economy, especially in rural areas of New Mexico?**

**How do we enhance student life and engagement?**

**How do we diversify our administration and faculty?**

**How do we attract the most talented faculty and retain them?**

**How do we become the employer of choice for both faculty and staff?**

**How do we retain and graduate more students?**

**How do we enhance our education, research, and technology transfer programs?**

**How do we make this University more user-friendly?**

**How do we enhance our value to the community?**

**How do we enhance our image in the state, country, and internationally?**

As we embark on this journey of success, we must keep each of these questions in mind and ensure that, at every step of the way, we are seeking the answers.

### Key Issues and Challenges

UNM and the state of New Mexico have some key issues and challenges that must be taken into account and addressed as we assess our history and plan for the future. These are discussed below, not in priority order, but simply listed alphabetically to reflect that all of them are important and many are interrelated.

#### **Access, Affordability, and Student Success**

The State Legislature has wisely provided the Lottery Success Scholarship to any New Mexico student that meets minimal scholastic requirements, thus enabling thousands of students the opportunity for a post-secondary education. While an important initiative, this has meant that many of the students attending the university are not prepared to perform at the college level and therefore must take remedial courses before enrolling in their area of study. Using NM State data, the Office of Accountability 2005 report tracked the remedial course experiences of the approximately 40-45 percent of New Mexico high school graduates who attend New Mexico colleges and universities each year (nearly 44,000 students altogether). According to this report, almost half (49%) of New Mexico public high school graduates took college remedial courses in numeracy and/or literacy. The study also found that the remediation rates were higher for Hispanic, Native American, and African American students than White or Asian students and that high schools varied in the percentages of their graduates who took remedial courses in college from a low of 16% to a high of 83%.

The Legislature has appropriated funding to acquire or build a Student Learning and Success Center to serve our at-risk student populations including our student-athletes. It is important to move forward with this facility and the programs associated with it as soon as possible.

Alignment of requirements and expectations of high school and college is an important step toward implementing a seamless, integrated statewide educational system from preschool through college, a system that ensures students' readiness for college or the workplace. Having access to effective counseling and advisors for the students and their families will be primary goals of the Student Learning and Success Center.

Access means making a UNM education available to each new generation of qualified students. As the state's flagship university, our first responsibility is to the citizens of New Mexico and their children. New Mexico needs more college graduates and well paying jobs to keep them here. For this to happen, tuition must remain affordable. UNM must compete for the very best students in the state and despite the Lottery Success Scholarship program, we will need stronger scholarship and fellowship endowments to succeed. Also, we must

work with state leadership to keep the “tuition credit” as low as possible in higher education’s budget allocation.

A major challenge for UNM is our graduation and retention rates. In 2005, the University’s beginning full-time freshmen to 2<sup>nd</sup> fall semester retention rate was 74.4 percent. Our graduation rate after 6 years is 43.4 percent. As a comparison, AAU members’ average rates are 89 percent and 71 percent respectively. We can, and need, to do better if we are to become competitive.

To ensure success in this important challenge, we will form a Division of Enrollment Management and Student Success under the direction of a Vice President. This division will take the lead in developing an enrollment plan that is consistent with our overall institutional strategy, and the core of that plan will be to improve retention and graduate rates. Under this division, we will centralize our functions of student recruitment, registration, financial aid, as well as retention and graduation programs. The purpose of this “one-stop shop” will be to improve services to students and ensure institutional accountability for improving student success. This will also provide us the opportunity to alter our recruiting strategies to begin approaching students in middle school and to focus more on recruiting the very brightest high school students in the state to attend UNM.

Finally, we must continue to offer courses and programs to sites throughout the state. New Mexico is a large and predominantly rural state. Citizens throughout New Mexico need to have the opportunity to attend UNM. Distance Education (online programs, interactive instructional television, and strategic face-to-face instruction in key locations) provides the kind of access—anytime/anyplace—to New Mexico citizens wherever they reside. This type of opportunity will likely help us with our graduation and retention rates.

### **Athletics**

Athletics is an area of immense importance to the national image and public relations of the University as well as a source of considerable pride and bonding for current students, faculty, staff, alumni, and the local community. Athletics and academics are mutually re-enforcing. Most public universities that are strong academically also have outstanding athletic programs. It is important for UNM to succeed in the Mountain West Conference and for our athletic programs to be nationally competitive. Our programs must remain in full compliance with NCAA rules and regulations, including the Presidential Task Force on Intercollegiate Athletics. We must stress the importance of good academic performance in an effort to improve the retention and graduation rates of our student-athletes in all athletic programs. While historically the Department of Athletics has encountered funding challenges, it is important for the department to not operate with budget deficits.

A major organizational change will be instituted with regard to athletics and the overall University structure. The title of the Athletic Director will be changed to Vice President for Athletics and Athletic Director. This change will send a clear message that athletics is indeed a part of the institution and not the “tail wagging the dog.” Also, the compliance function of the athletic department will report directly to the President’s office. Also, the academic and financial aspects of athletics will have dual reporting responsibility to the Provost and CFO, respectively, to maximize integration of functions.

Great strides have been made in our Department of Athletics, but more must be done. University Athletics is like the front porch of your house: it’s not the most important part of the house, but it’s the first thing that most people see and it is our welcome mat. We need to continue to build our athletics programs and attain the goal of reaching national prominence. To reach this goal we must continue to improve our facilities, especially “The Pit” and the football stadium as well as training facilities for our student-athletes.

### **Budgeting and Performance Assessment**

A university is a collection of talented students, faculty, administrators and staff whose basic mission is the generation and transmission of knowledge. To carry out this mission, support is required in numerous forms such as salaries, libraries, building and grounds maintenance, equipment, and student and faculty support services. All of this support requires resources and short-term and long-range planning to manage those resources.

Through its budgeting and accounting process, the University employs its resources to support those responsible for conducting the education mission. In today’s climate, resources are not growing as rapidly as the University’s needs; therefore, the method of allocating and accounting for these resources becomes ever more significant and critical. Every decision made in our resource allocation process impacts the ability to achieve our mission and speaks to our core values and ethos. Thus, in this highly resource-strained environment, the process for resource allocation becomes increasingly crucial, and our success depends as much on our ability to do more with less as it does on our ability to find additional resources.

Traditional public university accounting does not lend itself easily to the demands of this new environment. For the most part, budget allocation decisions are made from a historical perspective rather than from a programmatic one. In that sense, money flows into funds originally designed to fulfill a long-standing purpose that have been added to or modified over time. It is easy to account for the money in these funds, but this accounting method cannot be used to determine if the money was efficiently spent. Nor is it easy to change direction and address the challenges of academic units

with rapidly growing student enrollment that do not have the resources to meet instructional needs or to answer the need for the creation of entirely new or interdepartmental academic programs. Clearly there is a need for new ideas and methods for allocation of increasingly precious resources.

In order to accomplish our shared goals, the University of New Mexico must implement a more collaborative budget allocation framework. An Executive Budget Committee, consisting of the President and the Executive Vice Presidents, should review and approve all budget requests. This new performance based budgeting system will align allocations with our institutional vision.

The Executive Budget Committee would annually identify strategic initiatives that are to be addressed with institutional improvement funds. Departments and/or programs will prepare written proposals for the use of these funds that would then be reviewed by the Executive Budget Committee. The funds could be allocated on a one-time, multiple year, or permanent basis, with the Executive Budget Committee assessing progress toward the stated goals on a continual basis. All new resources available to the University not restricted for specific purposes (i.e., compensation) will be allocated through this process. In this manner we can assure that all University resources are applied toward our stated goals. In addition, we will continue the annual budget summit, which has been effective in producing collaborative results.

### **Community Engagement and Partnerships with Public Education**

We must maintain a deep commitment to active involvement with New Mexicans as part of our fundamental mission. We must continue our heritage of providing civic service and volunteerism to improve the quality of life in the greater Albuquerque region and throughout the State. It is crucial to bond closely with our support base (students, alumni, friends, local and regional community, etc.) to support cultural and art programs.

We must develop an effective interface with post-secondary institutions for partnership initiatives with elementary and secondary school leaders in order to ensure high school and college access and success. The focus on high-need disciplines, like the education outreach programs that are a part of the STEM fields, is a commitment to work in systemic partnerships with neighboring school districts and create comprehensive plans for access programs throughout all phases of the educational pipeline. It is important to seek excellent models of systemic P-20 partnerships that are focused on measurable elements of effective teaching and learning, especially in the fields of mathematics and sciences, and the challenges associated with ensuring that every student has access to high quality teachers.

The creation of systemic partnerships will help the University focus on necessary access and success strategies that include comprehensive plans to assess college readiness, especially sophomores and seniors in high school settings, expanding college awareness programs, tutorial and mentoring programs, access to information on college scholarships, grant-aid programs available in the community, summer bridge programs, and other development programs that ensure success in college.

To ensure success in the K-12 endeavors, a new position will be established in the Division of Enrollment Management and Student Success to focus on relationships with public education and partnerships to improve the student pipeline to the University.

### **Diversity**

At its essence, diversity is about *differences*. As such, diversity, properly valued and cultivated, can be the source of great creativity, innovation, insight, and excitement – attributes that enhance educational quality at all levels. An important source of differences lies in what might be termed “cultural diversity,” i.e., diversity based on gender, race, ethnicity, country of origin, etc. At the undergraduate level, cultural diversity provides a learning environment that reflects a breadth of concepts and thinking that enriches virtually every program. Appreciating that there *are* such differences, and that those differences give rise to different ways of understanding, beliefs, and framing problems is one of the most important things students can learn. For example, educating engineers in a culturally diverse environment prepares them well for the increasing globalization of technology by instilling an understanding and appreciation of cultural differences. Graduate and professional education benefits from cultural diversity, as it better prepares students to deal with the real-world environments of their fields.

The University is well positioned to increase our international study programs and we must continue to move forward with these initiatives. These types of programs provide our students the opportunity to study in diverse learning environments abroad, and also give people from across the globe an equal opportunity to study here at the University of New Mexico. As our world continues to expand beyond our borders, it is increasingly important to give our students the opportunity to study in richly diverse learning environments.

Particularly in a university, diversity extends to other important dimensions. Intellectually exciting problems almost always occur at the intersections of multiple fields. Interdisciplinary programs lead to new methods, new insight, and new knowledge. And while we often think of the university in terms of “teaching, research, and service,” diverse programs that artfully combine two or all three provide a rich educational milieu. Adding health care, economic development, and technology transfer further extends our diverse reach.

The challenge inherent in any dimension of diversity is having to deal with the attendant complexity. It is, however, just that struggle to understand and benefit from complexity that will make the difference between a good education and a great education.

Arguably, the University of New Mexico is positioned to be the best university in the nation to strategically combine all of the dimensions of diversity to transform education. UNM stands alone as a comprehensive university with a large population of students from underrepresented groups, a (Carnegie) very-high level of research with nationally and internationally recognized programs, strong professional schools, and the commitment to student success. By continuing to work to increase our cultural diversity, especially among faculty and administration, while taking full advantage of integrating the broad range of academic and non-academic offerings, the University of New Mexico can pursue a strategy that will lead the way for 21<sup>st</sup> century higher education.

Our report card with respect to diversity of faculty and senior executives needs to improve. We need to quit making excuses and start making progress. It appears that mentoring of minority faculty and students is weak and that retention is low. Organizational accountability is passive. We need to develop best practices and pursue special opportunities. We must address gaps in educational attainment of racial/ethnic groups.

To move in these directions, we will create a leadership position in this area that will report directly to the Executive Vice President for Academic Affairs and Provost. The Vice President for Diversity will provide leadership to bring the campus together to increase the diversity of students, staff, and faculty across all academic disciplines and units on campus.

Having this position will also bring continuity and cohesiveness to many projects that already exist on campus to address academic issues for diverse students. There are many “diversity” programs across the campus that add to the distinct richness and visibility of the academic mission of the institution. Programs such as the MARC (Minority Access to Research Careers) Program, the IMSD (Initiatives to Maximize Student Diversity), the Bridges to the Ph.D. program, and the PREP (Post-Baccalaureate Research and Education Program) offer students the opportunity to study with faculty scholars who are experts in their field, plus they provide students the opportunity to prepare for graduate school. The Office of the Vice President for Diversity will provide support to the programs and projects, plus assess the climate on campus for diverse students and faculty. It is the hope of the leadership to create a “one-stop shop” with this new division to clarify accountability and strengthen our ability to integrate all of our services and programs that address diversity issues.

## **Excellence**

Excellence must infuse all that we do at UNM, both educationally and in our faculty's research and discovery. Research excellence is key to our national prominence and our efforts to join the AAU. But in stressing this area, we must pursue student-centered strategies, like our honors program, and we must fully integrate the arts and humanities in our efforts because they contribute to the goal of understanding ourselves and our place in the world. In a global economy, we have to approach education and research from an international perspective. This means recruiting the best faculty worldwide and encouraging international student exchange. The "Areas of Marked Opportunity and Public Engagement" selected a few years ago will need to be reassessed and reevaluated for relevancy in the current climate at the University.

In assessing our future investments, we should consider hiring clusters of faculty in key areas which the state sees as major economic development opportunities. A good example of such a program is the Film and Digital Media Program at the University of New Mexico. This is an integrated interdisciplinary academic and research program designed to give our faculty and students the necessary critical, creative, and technical skills to apply digital technologies in innovative and productive ways. It was created by linking the existing strengths at UNM in Fine Arts, Engineering, Arts & Sciences, and other schools and colleges. The Film & Digital Program will integrate filmmaking and digital media, foster a native New Mexican film and digital media industry, train the citizens of New Mexico, and foster research that contributes to the economic growth of the state.

Nothing is more important than continuing to build and strengthen our faculty. Indeed, UNM's national reputation in research is a tribute to the quality of our faculty. A recent study of scholarly productivity of faculty at U.S. universities revealed that UNM ranked 45<sup>th</sup> among public universities and ahead of several AAU institutions (e.g., Texas A&M and the University of Nebraska). We need to grow our faculty in key areas of opportunity and we must do more to retain the outstanding young faculty that we recruited and nurtured to success. This will require making faculty salaries more competitive with our peer institutions. Also, there is a major opportunity to improve recognition and reward programs for faculty who have remained at UNM and built a strong career. Finally, as we look to strengthen the faculty, we must remain vigilant to our commitment that we will diversify and recruit, retain, and equitably reward faculty from under represented groups.

The importance of sustaining and recruiting excellent professional staff to the University is important to the mission of the University. These professionals are a strong resource for the institution and provide a strong foundation for the academic work of colleges and the professional health care and education

provided to students pursuing a medical profession and to the community at large. The Health Sciences Center provides care to the entire state and these professionals are a direct link to the communities across the state of New Mexico. Promoting and sustaining the excellence among staff is critical to the work of the University; hence, UNM will provide a climate of excellence and strive to make salaries for staff more competitive with other professionals in the community.

### **Facilities**

The first order of business must be to update the facilities master plan with an eye toward full integration and evaluation of the four separate master plans currently in existence: health sciences, intercollegiate athletics, main campus and the science & technology park. Growing success – in research, teaching and medical care – is challenging the University of New Mexico as never before. Research expenditures and enrollments have grown dramatically since the 1990s, placing severe strain on facilities that now average more than 50 years of age and are inadequate considering the University's growing needs. Integrating the four master plans will ensure the maximization of resources, lay the foundation for future expansion in all precincts of campus, and preserve and enhance the campus' unique architecture, design and aesthetic.

Concurrently, strategies must be developed to continue our ambitious revitalization efforts in all sectors. These strategies, by necessity, will require comprehensive plans for finance which embrace: appropriations from state and federal sources, internal system revenue bonds, and fundraising. Acknowledging that the state of New Mexico faces overwhelming demands on its limited resources, UNM's goal is to assume responsibility for a greater share of its capital and modernization needs. Through its 2005 institutional bond issue that addressed academic facilities, UNM secured a total amount of funding in one year that would have taken more than a decade to secure by traditional state general obligation bond means. Similarly, bold funding initiatives must be developed and implemented to continue our momentum.

Last, the University's clear and consistent message regarding the massive deferred maintenance backlog on campus has resulted in a substantial increase in building renewal and replacement funds. These revitalization funds have yielded substantial positive results in classrooms, labs and offices in the last two years and must continue to be at the forefront of our legislative efforts to ensure that we properly care for our existing assets while building new facilities for the 21<sup>st</sup> century.

### **Fund-Raising and Friend-Raising**

As with all ambitious endeavors, achieving the goals outlined in this document requires financial resources and broad commitments from all

University stakeholders, internal – faculty, staff, and students – as well as external stakeholders – alumni, donors, and community, governmental and business leaders. An integrated external relations program and fundraising campaign achieve both aims of raising unprecedented levels of financial support as well as engaging our stakeholders in the life of the University.

The Alumni Association serves to connect UNM alumni to one another and to the University of New Mexico. The Association, with regional chapters throughout New Mexico, the country, and even in several international locations, is the University's ambassador to alumni and other stakeholders. As we share our vision and plan of action for UNM, the Alumni Association will be key to reaching out to our worldwide base of fans, supporters and stakeholders.

The University is currently working to determine its highest private funding priorities. The University's campaign goal, while not yet fully determined, will aim at a minimum, to more than double the amount of gifts received from approximately \$43 million to \$100 million annually.

We must raise money for both academics and athletics and not just the latter. Our biggest academic needs are in the areas of faculty chairs, graduate student fellowships, undergraduate scholarships, and endowments to support colleges, departments, equipment, and buildings. Our fundraising target should include private individuals, local, state and national foundations, and corporations with connections to New Mexico. Our programs that attract broad community visibility and participation should be among our fundraising priorities because so many community members care deeply about the success of these programs – such as Popejoy Hall, UNM Museum of Art, the Tamarind Institute, Intercollegiate Athletics, and KNME and KUNM.

There is urgency to begin planning and preparation for a very ambitious comprehensive fundraising campaign and to launch it as soon as possible. As we prepare the University for a comprehensive campaign, our initial efforts will focus on: articulating the University's value and distinctiveness to our stakeholders and community members; building the size and talent of the development professional staff; establishing a stakeholders' council of campaign leaders and advocates; identifying more than 3,000 new prospective major donors; engaging University leadership with potential major donors; and then launching the comprehensive fundraising campaign.

### **Government Relations**

Interaction with our community is vital to our success. We need to build upon our relationships with our local, state and federal elected officials to support our missions. Furthermore strong ties to the business community across the state are essential. In order for us to succeed we must have the support of our

State Legislature, Governor and congressional delegation. We must also have a commitment to bilateral communication. Our State Legislature is a group of dedicated volunteers elected from throughout New Mexico and UNM's success rests upon a strong base of support from legislators in all areas of the state. Given that ours is a citizen legislature, we must strive to be a service to them. UNM Hospitals is the leading hospital in trauma care, cancer research and treatment and safety net hospital in our regions and we must have a strong relationship with the Bernalillo County Board of Commissioners and the Indian Health Services to carry out that mission.

UNM also 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.

### **Partnerships, Collaboration, and "Coopetition"**

Doing things with others, even your "competitors", makes sense if it gives you a competitive advantage. It represents another way to leverage resources and is increasingly expected by state leadership. This is an area where UNM has enormous opportunity. We should strengthen the ties and cooperative activity between Main Campus and HSC; develop a major partnership with Central New Mexico Community College (CNM) to bolster retention and graduation rates; and increase affiliations with the National Labs and others to boost research, graduate education, and technology transfer. We also want to be partners in the local and statewide economic communities, including existing and developing industries.

Ties should be strengthened to include other universities and community colleges. For example, we have an agreement in principle, although not in writing, that NMSU would offer at least two degree programs not currently offered by UNM in Rio Rancho that are needed/desired by the community. Specifically, one is the Hotel, Tourism, & Hospitality Program. Another example is the request from Santa Fe Community College for UNM to deliver a BFA that links with SFCC two-year degree programs.

We should also develop partnerships for distance classes and on-campus short-term and semester-long academic programs with students and faculty from other countries, especially Mexico, because of our proximity to that country. Other courses can be offered to our branch campus students, high school students, community college students, public school teachers, etc. Other partnerships that can be strengthened are Los Angeles/HUB City College Prep Programs, Honors Camp, Statewide GEAR-UP and National LULAC Leadership Programs.

Creating new partnerships with the communities across the state will strengthen the visibility for the University, especially in reaching out to rural communities who need the support and help by providing educational academic opportunities. Rural communities need to sustain themselves and to enhance their own schools, health care facilities, and other economic growth opportunities that “knock” on their front door.

UNM has the capacity to provide education and training to many individuals in these rural communities. Many of these students leave the community for a short while to pursue educational opportunities and then return to their homes to provide service to the community. Others cannot leave the community and need the University to go to them by providing distance education opportunities. Providing coursework on-line that lead to a degree for these communities will empower small communities to educate their own people and to grow economically in ways not determined today. Having the opportunity to get an education is critical for these rural communities and UNM will reach out and provide these opportunities.

## **Research**

A research university must provide an environment that encourages faculty to pursue sponsored-research opportunities. Research funding is a surrogate for opportunity that benefits students, faculty, and the community. We must foster an administrative culture that supports research education.

Research is an area where we have great national credibility, and we will need to budget the necessary resources to keep our momentum and reputation. Infrastructure, equipment, and space must be maintained, upgraded, and expanded. We must address barriers to working across disciplines and do a better job of incentivizing interdisciplinary approaches. We must continue strengthening the interactions between the Main Campus and the HSC. To continue growing our research programs it will be important to continue to grow the faculty and to do a better job of retaining our very best young faculty.

While growth in the overall research enterprise has been substantial in the past decade, there are signs of stress in the management and administrative processes of research. In recognition of faculty frustration, the previous Provost appointed a Research Study Group to “lead a study to analyze the current system spanning the birth to the closeout of a sponsored project. The outcome of this study is to be a series of recommendations to improve efficiency and customer service.” The Study Group recently issued its report, commenting “There must be changes in the structure of research administration, in the allocation of resources and staffing levels, in organizational culture and attitude, and in communication and accountability.”

It is incumbent that the administration implement the major recommendations of the Study Group.

A strong research program is also critical. It impacts our ability to attract the top New Mexico high school students to attend UNM. These high-end students tend to seek out universities that offer strong young scholar programs, and universities from surrounding states have been out competing us by providing a stronger focus in undergraduate research. We should develop an undergraduate research center and enhance undergraduate research programs such as Ron McNair, Research Opportunity Programs (ROP), the PROFOUND Programs, the Robert Wood Johnson Program, Research Service Learning Program, and University College Undergraduate Research Programs in order to prepare undergraduates for graduate school and research.

### **Rio Rancho and the Branch Campuses**

Our Branch campuses provide excellent avenues of access for students across the state, as well as enhance our diverse learning environment. It is crucial for us to continue our academic programs here, while adding necessary academic programs as the demand for them increases. We need to recognize the added value that they bring to the University as a whole in terms of the diversity of the student body.

UNM must capitalize on its relationship with the rapidly growing and expanding city of Rio Rancho. The proposed Rio Rancho Campus (UNM West) offers unique opportunities for growth and advancement of UNM. Many companies see Rio Rancho as a fast-growing city in need of a locally based major research university. In developing UNM West, we will need to work carefully with the elected and community leaders of Rio Rancho to secure a revenue stream for capital projects through an appropriate vehicle such as a mill levy or gross receipts tax.

It is time to begin implementation of the new campus, hospital, and medical school. For the general academic programs, we need to recruit a director with experience in developing branch campuses and 2+2 partnership programs. Success will require an effective partnership with CNM.

The Rio Rancho campus will provide students with the opportunity to attend courses on the west side of the city as we partner with CNM and the Los Alamos Branch campus to offer courses that lead to degrees, teaching licenses, certifications, or endorsements. Also, the opportunity for Extended University to provide degree completion programs at Rio Rancho and the UNM Branch campus locations is important to meet the access and student success goals stated in this action plan. Extended University has the capability to offer distance learning as well as on site coursework. It is important that the partnering with these various entities provide a seamless

and transparent service to students from “start to finish” of a degree completion program.

All of our branch campuses need reinvigorating and more emphasis. There are leadership challenges to be addressed and we must be very careful not to lose ground with respect to designated geographic areas of responsibility. This will require coordination with the State Secretary of Higher Education.

We also want to participate in the development of a Mesa del Sol campus south of the Albuquerque Sunport. This development will be a long-term population growth center for the Albuquerque area, and thus falls within the University's mission of outreach to its local communities.

### **Student Life**

Enhancing student life and services on campus is important for recruitment, retention, and graduation purposes. Actions to enhance these areas can include additional funding for student activities, health and wellness programs, recreational facilities, housing and food services that are student-centered, the Student Success Center, and additional student employment opportunities. The focus on student activities should include late night alternatives to alcohol-related events.

For example, Cornell Outdoor Mall begins at the UNM Bookstore and ends west of the Student Union Building (SUB). This outdoor mall should be developed to offer opportunities and venues for student activities throughout the day and into the evenings. Appropriate lighting, inviting furniture, food courts, etc., can contribute to a variety of student activities.

The current trend for universities comparable to ours is to create a stand-alone recreational center. Because of budget constraints, this center will have to be planned for the near future instead of immediately. However, the enlargement of our current fitness facilities at Johnson Center with expanded hours and a possible outdoor swimming pool can help create much-needed additional extracurricular programs and services for our students.

La Posada Dining Hall was originally constructed without handicapped accessibility, which can be remedied in a remodeling. La Posada can be remodeled as a multipurpose student unit to provide a number of student services and extracurricular activities in addition to providing a variety of dining options. These extracurricular programs and services can include game rooms, computer pods, meeting rooms, and study areas.

Also, we need to create a Student Support/Student Health and Wellness Center, a one-stop user-friendly single facility that would have a direct and positive impact on the day-to-day services for all students. This multi-use

facility will give UNM the opportunity to provide students with a modern, well-designed and integrated contemporary support facility and system which will provide all students with a solid foundation in basic academic and “life” skills. In combination with the Student Success Center mentioned earlier, it will provide professional and peer tutoring, mentoring, advising and supplemental instruction to strengthen academic success in the classroom, and provide professional assistance in helping students set goals, adjust to university life and learning, and develop the habits of intellectual and social behavior which lead toward a degree and a fulfilling career. This concept is now the norm across college campuses and has proven to improve recruiting, retention, and graduation rates.

There is also a crucial need to improve the student housing situation and offer more opportunity for students to reside on Campus. Additionally, we need to improve the current dormitory situation, where many of the dorms were constructed in the 1950s and 60s, by renovating and/or replacing the existing dormitory inventory while increasing the available beds for students to reside on campus. A recently completed study by consultant Brailsford & Dunlavey identified demand for 1,700 new beds on campus with approximately 1,200 targeting undergraduate students and 500 targeting graduate students.

The first housing priority would be to target the undergraduate population to develop a strong community on campus. The lifestyle of students today demands apartment style residence halls that are conveniently located, affordable, and comparable to off-campus apartments.

Graduate student demand should be addressed later, and can be constructed along the perimeter of the campus. These units should be single and double occupancy, with affordability and convenience again being a prime consideration. Finally, challenges related to housing options for married students with/without families, Greek Housing and Theme Housing must also be considered in our overall master plan for housing. Students in the 21<sup>st</sup> century demand housing options, with most considering quality on-campus housing a top priority list. Our challenge will be how to finance any new construction, with the choices being institutional bonds or private partnerships. Opportunities to partner with the private sector should be pursued given the trend in the last 20 years to privatized new apartment style housing.

### **Technology**

The information highway is the great equalizer in coping with our remoteness and relatively sparse population base. We must continue to aggressively pursue projects and programs that will keep us on the cutting edge in this area if we are to be successful in serving our students and New Mexico. Programs such as the National Lambda Rail and High Performance Computing

capability are crucial to our long-term success in this area. Students need to be provided with access to the information highway via computer pods, e-mail stations, etc.

The Science and Technology Corporation (STC) at UNM can assist us in this effort. STC was formed to protect and transfer faculty inventions to the commercial marketplace by licensing innovative technology developed at UNM, including optics, micro fluidics, and high performance materials as well as therapeutics, diagnostics, medical devices, and drug discovery tools. By supporting the development and use of emerging technologies in the marketplace and in University instruction, we will give faculty the tools it needs to further develop their instruction and research portfolios.

### **Technology Transfer and Economic Development**

Becoming a nationally prominent research and academic institution is crucial to the economic vitality of Albuquerque and New Mexico. As one of the state's largest importers and exporters of economic activity, the University of New Mexico is in a unique position to influence the future of New Mexico and the region. We must build our programs in niche areas with the capability of contributing to local and regional workforce development and economic growth. This will require strengthening industry, national lab, and academic partnerships. Our federal initiative program should be strongly focused on projects that relate to technology development and high tech job creation.

By working with the local community, in conjunction with the legislative and congressional delegations, we have the opportunity to build Albuquerque as the technology "go to" area in the southwestern United States. The University's Science & Technology Park (STP) is poised to lead this effort. Technologies developed at the Park have already assisted in developing successful start-up companies, such as Advent Solar, Exagen, Lumidigm, and others.

In conjunction with the STP, the Mesa del Sol development offers unique opportunities for engaging the private sector in economic development. It is important for the University to partner with significant projects like Mesa del Sol as part of our community service effort to promote economic and workforce development. These partnerships will foster technology transfer, commercialization, and capital attraction, which are vital to our long-term success.

The Sandia Foundation has a special relationship with the University and potentially offers a vehicle for engaging economic development as it relates to specific projects around the campus. Working closely with the foundation, the University has successfully developed several small-scale capital projects with defined scope and short construction horizons. Similar developments

that rely on University capital are ideal projects to grow this mutually beneficial partnership.

Finally, private sector approaches to developing campus edges and gateways will stimulate local economic development, enliven campus life, and increase student and faculty recruitment and retention. These developments along the campus fringe will serve as gateway properties to provide services and amenities for both campus and neighborhood communities.

The complexity and seed capital necessary for these developments will require careful consideration, and will ultimately dictate the development structure. With this in mind, wholly owned nonprofit development, the Sandia Foundation, and university-private developer joint ventures, such as Mesa del Sol, are possible vehicles.

### **The Humanities and the Arts**

These areas are crucial to any notion of achieving preeminence in scholarship. They help us to understand our history, the works of art and literature we create, the societies in which we live, the music we enjoy and understand, the structures of the languages we speak, and the ethical norms (judgment, experience, and values) that we live by. Supporting the humanities and the arts will allow us to increase cultural knowledge and understanding. Intercultural competency is increasingly essential in today's global economy. As we move forward, there will be many opportunities to strengthen programs in this area.

## **SPECIAL CHALLENGES AND OPPORTUNITIES AT THE HEALTH SCIENCES CENTER**

The UNM Health Sciences Center (HSC) is the umbrella organization which incorporates the School of Medicine, the College of Nursing, the College of Pharmacy, the UNM Hospitals, and the Health Sciences Library and Informatics Center.

The success of the Health Sciences Center is measured by the degree to which it improves the quality of life for all New Mexicans through educational, research, and clinical programs. The HSC operates by forming working partnerships with communities that increase local capacity, improve relations, and provide greater access to quality, affordable health care. An integrated marketing/communications branding campaign will be a vital component of our community outreach. It will ensure that the public is educated about the vast array of services we currently provide as well as the new endeavors we are initiating. We can and must strive to better meet the many health care and educational challenges we face in New Mexico.

Since the current national health care system is dysfunctional, the HSC must be committed to serving as a resource for the state in creating evidence-based health policy. The HSC will work with providers, opinion-makers, and public officials to develop and implement a more equitable, efficient, and effective health care system while working in partnership with public and private institutions. To achieve these objectives, the HSC will further develop its state-wide network and help close the health care gap between urban and rural New Mexico and reduce health disparity.

HSC Missions:

**Education**

One of the greatest challenges in a majority/minority state is addressing health care disparities within particular communities and ethnic groups. The Robert Wood Johnson Foundation (RWJF) Center for Health Policy at UNM, founded in January 2007, is helping to address this issue. The Center aims to increase the number of Hispanic and Native American PhD graduates in the social sciences with expertise in health policy. It is hoped that these students can affect change in US health policy by participating as leaders in the national debate. In partnership with the New Mexico Department of Health, the Center will serve as a national resource for minority health policy research and provide a voice for Hispanics, Native Americans, and other under-represented groups in health policy discussions. The School of Medicine's Masters in Public Health (MPH) Program, a part of the core planned interdisciplinary education for the RWJF Center, is developing a 15-graduate credit public health certificate for all medical students. It is currently being piloted with medical residents and students and is expected to be fully introduced in 2010. Additionally, we will begin planning for a doctorate in Public Health.

The State of New Mexico's workforce shortage includes all health care professionals. We need to dramatically improve our pipeline programs leading to a greater diversity of our student body and faculty. We will expand the HSC's collaborative programs that are designed to identify and track youth interested in health careers, especially in rural, under-represented, and tribal communities.

In 2005, New Mexico had about 4.58 dentists per 10,000 citizens. Nationally, the ratio of dentists per 10,000 people is expected to decline from 5.83 in 2000 to 5.37 in 2020. Building on current programs in Dental Hygiene and dental residencies, a nationally recognized Oral Health Program at the School of Medicine would take about three to five years to fully establish and would seek to increase interdisciplinary oral health educational opportunities for residents of New Mexico – ultimately leading to more New Mexicans obtaining a Doctor of Dental Science (DDS) Degree.

New Mexico's average number of physicians per capita is 19.4 per 10,000 citizens compared with 22.6 nationally with 30 of the state's 33 counties designated as medically underserved. The HSC must be responsive in innovative ways to address these shortages. We will expand pipeline programs like our Combined Bachelor of Arts/Doctor of Medicine Degree Program (BA/MD). The BA/MD Program is a partnership between our College of Arts and Sciences and our School of Medicine. The program recruits highly accomplished and talented high school seniors from across the state to train to become physicians in New Mexico's medically underserved communities, with particular emphasis on recruiting Hispanic and Native American students.

The state's average number of registered pharmacists per 10,000 citizens in rural areas is 3.66. The College of Pharmacy, in collaboration with NMSU, developed the Cooperative Pharmacy Program to help alleviate the shortage of pharmacists in southern New Mexico. This program should expand to other underserved areas of the state.

New Mexico currently ranks 44<sup>th</sup> nationally in nurses per capita with 63 nurses per 10,000 citizens. The College of Nursing has significantly increased its class sizes and will seek support for expansion of its programs in rural areas of the state. With an estimated 55% of the current nurses employed in the state possibly retiring between 2011 and 2020, the College of Nursing will focus on graduating as many nurses as feasible to meet the challenges in the next decade.

### **Research**

The HSC must expand its scientific programs to address the most prevalent diseases threatening New Mexicans. Recently, the National Institutes of Health (NIH) recognized the HSC as one of 52 health centers in the country deserving of a planning grant to create a Clinical and Translational Science Center (CTSC). Discoveries from the laboratory are tested in the controlled environment of our teaching facilities and when proven safe and effective, these cutting-edge treatments are brought to clinical practice in the community. This is an opportunity for all New Mexicans to benefit from the HSC's five Signature Research Programs: Cancer Biology; Brain and Behavioral Illnesses; Cardiovascular and Metabolic Disease; Environmental Health Sciences; and Infectious Diseases and Immunity.

### **Clinical**

A significant challenge facing the HSC Clinical Enterprise is providing comprehensive uncompensated care while at the same time serving as the main referral facility for this region of the United States for highly complex

and specialized treatments for all who require these services. Last year alone, the HSC provided more than \$137 M in uncompensated care, up from nearly \$88 M in 2003. UNM Hospitals (UNMHs), the flagship teaching hospitals for the State of New Mexico, and the 800 clinical faculty of the School of Medicine that serve as the medical staff for UNMHs care for more than 120,000 New Mexicans each year.

Created in June 2007, the new UNM Medical Group (UNMMG) will allow the SOM faculty to pursue the following goals: examine innovative ways to expand the clinical enterprise, increase revenue, help underwrite the costs associated with uncompensated care, and greatly enhance access to both primary care and highly specialized clinical services. We will encourage the HSC to engage in a strategic planning process to identify the inpatient and outpatient needs of the communities we serve, both within and outside of Bernalillo County, making full use of the UNMHs and the UNMMG potential.

#### New HSC Facilities

The new UNM Cancer Research and Treatment Center is requesting additional support for the final phases of construction. Once fully funded and completed, the center will provide greater access for all New Mexicans to new, critically needed cancer treatment modalities, replace outmoded and severely overcrowded facilities, expand cancer education and training programs, and promote clinical cancer research programs in biotechnology and cancer drug discovery.

Phase One of the new Domenici Education Center for Health Education opened in January 2007. The complex is a three-phased project that creates a new learning environment for medical, nursing and pharmacy students by combining research knowledge, education, and clinical performance. While Phase Two funding has been secured, the current challenge is to secure funding to complete Phase Three. We are also looking at placing Senator Domenici's papers within this complex, and will look to move forward with this initiative with the assistance of the Senator's staff.

The UNM HSC was awarded a \$4 M grant from NIH to help fund construction of a Neuroscience Research Facility that will provide state-of-the-art facilities for established and funded clinical and basic brain and behavioral research. The challenge will be to identify an additional \$6 M of mandated matching funds to complete this facility.

The new Barbara and Bill Richardson Pavilion/UNM Children's Hospital, which opened on June 9, 2007, is a 500,000 square foot facility designed to provide state-of-the-art care to all New Mexicans. The pavilion contains all the inpatient units of UNM Children's Hospital, Carrie Tingley Hospital, three

adult critical care units, a greatly expanded adult emergency room, and the only separate Pediatric Emergency Room in the state. This will allow an increase in the HSC's inpatient capacity. Even with this new facility, New Mexico requires significantly more highly specialized inpatient and outpatient services that only an academic health center can provide. Next year, the HSC will begin planning to determine the full scope of additional clinical facility requirements.

## CORE VALUES

As we continue to advance toward meeting our mutual goals, we must be guided by certain core values as we set our sights on our goals. Those core values are:

**Respect for one another.** Teaching respect and tolerance by example is central to our mission and should be central to the job performance of every employee. We must build a strong community – where people work together, live together, struggle together, and everyone gives his or her best so that the entire group is strengthened and elevated.

**Cooperation and communication.** We must open lines of communication between all areas of the University, on all levels. We must exhibit these characteristics internally before we can be known for teaching them.

**Creativity and ambition.** We must celebrate creativity and not reward conformity. Our employees, faculty and students should be expected to set high ambitions for their UNM experience. We must be receptive to a change in attitude about who we are and what we could become.

**Pride in work ethic and a job well done.** To reward successful behaviors and outcomes and to recognize and correct unsuccessful behaviors and outcomes creates a strong work ethic among employees as to how to get the job done.

**Focus on intellectual and service/leadership growth in students.** Understanding that intellectual development is a lifelong pursuit and that leadership in community service brings great satisfaction are lessons we must continue to teach our students.

**Diversity of opinions and perspectives.** We must not lose sight of the importance of the open discussion of our opinions, ideas, ideals, and perspectives.

## TEAMWORK IN ACTION: WHAT WE MUST DO TO SUCCEED

Ambition and vision are great but of little value unless accompanied by a good strategy. To implement good strategy, we need to create the climate of a learning organization capable of continuous improvement – an organization built around a strong sense of teamwork and trust. I believe there are six essential tools to building better teamwork at UNM. When we come together on these six key principles, we will be better situated to implement our strategy for success.

**Positive Attitude** – We need to be upbeat, positive, and look to the future – not focused on the problems of the past. *“One of the biggest changes in management theory is its adjustment to postmodern culture is the recognition that attitude more than skill and information is the key to leadership,”* Leonard Sweet, Soul Tsunami. UNM as an organization does not have a strong legacy of teamwork. This will take time to develop and will require effort and cooperation on the part of key senior executives. There could be a need to use a “leadership coach” to work with individual executives as we move in the direction of this cultural transformation at the University. Additionally, the senior executive leadership retreat in July will be an important step in building a strong leadership team at UNM.

**Planning and Prioritization** – This must be viewed not as an exercise but as a blueprint for action that engages every unit of the campus. We must prioritize and stick with the “game plan,” and we must be willing to link resources and performance. We can’t be all things to all people. There does not appear to be a need for wholesale, massive strategic planning effort at the University. The existing plan seems to contain most of the elements needed but it will require some modification based upon reassessment and a realistic analysis of the strengths, weaknesses, opportunities, and threats at UNM.

**Assessment and Accountability** – We must systematically assess performance, and there must be consequences associated with how well we do our job. We will create and reinforce a culture of accountability, continuous process improvement, and transparency, with measurement- and results-driven performance. A UNM Ledger System needs to be developed that measures key performance and productivity indices over a 5 year horizon at the University. This ledger should contain data for the overall institution as well as for each of the colleges, and it should be available on-line for the public to view. The ledger will become a major management tool in allocating resources and measuring performance at the institution.

**Constancy in Leadership** – In the past few years, UNM has been under the direction of several Presidents. I believe it is important for the University to rally behind its leadership, giving our institution the necessary guidance it

will need to reach our lofty goals. We can't do any of this alone, and it will take strong, consistent leadership, to help us make it happen.

**Communication and Public Relations** – We must streamline our communications to aid in our decision-making abilities. We also need to be more proactive and reach out to media outlets and foster this relationship. Recent negative incidents necessitate a strategic review of all communication and public relations programs and procedures with an eye toward systemic changes and improvement. A national consultant should be engaged to assist with this strategic assessment, and to assist us with our national visibility and reputation.

**Marketing** – We have to be able to tell our story in a profound, effective, and unified manner; one that convinces people we are sincere and that our efforts, if successful, will make a real difference in their lives. UNM is the brand choice for many New Mexicans and we must ensure we are branding ourselves statewide. A marketing task force will be appointed to review existing efforts and management in this important area. The task force will include members from all elements of the institution, and it will provide a report of findings and recommendations to me before the conclusion of the fall 2007 semester.

**Human Capital** – If UNM is to succeed; we must create and sustain the conditions under which all of the people in the institution can succeed. Investments in our human capital, including appropriate and ongoing training; competitive and market-driven compensation for both faculty and staff; and an environment that supports wellness and productivity are all foundational to our success. Our relationships with our labor unions must be cooperative and focused on “win-win” outcomes. And, leadership must “go first” to model the expectation that it is the job of everyone to create a culture of accountability, respect, and performance excellence.

## LEADERSHIP IN ACTION

*“The leader is someone who leads the institution elsewhere. That’s different than just keeping the joint open.”*

-Robert Galvin, former CEO Motorola Corp.

Having a strong vision for UNM is one thing. Putting it all together is another thing. To do this, the University will need a strong, and consistent team leader.

Even the greatest institutions in the world have room to become better. UNM, with its challenges, has the distinct opportunity to become one of the leading institutions in the country. With the proper leadership team and approach as

well as the alignment of the many University stakeholders, we can take UNM to new heights.

Bruce Springsteen once said, "*A time comes when you need to stop waiting for the man you want to become and start being the man you want to be.*" It is time for UNM to stop waiting for the university it wants to become and start being the university it wants to be.

At UNM, we will build a strong foundation for our goals with our leadership team and build upon that foundation as we strive to meet our secondary goals. At the end of my tenure at the University of New Mexico, I want this administration to be known for the quality and growth of UNM's students, academics, and research. I want us to be student-friendly and to achieve improvements in our graduation and retention rates. I want us to be known for our accountability, performance and efficiency, and to improve our competitiveness in athletics. Lastly, I want people to recognize this administration for having grown the prestige of the University beyond the borders of New Mexico while enhancing the depth and quality of our faculty.