

# University of New Mexico President's Work Plan for FY10

## *Key to Understanding this Document:*

\* = This is one of the President's "Special Emphasis Goals" for FY10

**Red Text** = The President's "Adelante Objectives" for FY10

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### **Goal #1 - Mission, Vision, and Strategic Plan**

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

#### **Carried Over from FY09 Work Plan:**

- Implement the UNM Facility Master Plan, focusing this year on implementation of the student housing plan through Lobo Development.

#### **New for FY10:**

- Develop a shared vision for the academic enterprise focusing on academic excellence and student success.
- Develop a five-year financial plan for the university that facilitates fiscal equilibrium.
- Evaluate and align UNM's yearly planning cycle to ensure that the challenges, opportunities, and goals related to the core missions are key drivers of the legislative agenda, budget development, and administrative priorities.

### **\*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.*

#### **President's FY10 Adelante Objectives:**

- Develop for presentation and approval by the Board of Regents a system of accounting procedures within all academic areas that ensure transparency and measurable standards that promote and clarify accountability. Include the following:
  - A comprehensive review of processes and procedures used by other four-year institutions in New Mexico, as well as other peer institutions, to identify best practices.
  - Development and institution of a process that provides for "encumbering of fund balances" within schools, colleges, and departments in a way that presents a true picture of how resources are encumbered, and specifically for what purposes.

- Begin the process of developing with faculty leadership a “Shared Governance Decision Matrix” that clarifies decision-making involvement and authority.
- Review Faculty Handbook Policies C100 (Academic Load) and C110 (Teaching Assignments) to ensure that these policies are appropriate to the current mission of the university and that they are applied fairly and consistently in all departments across campus.
- Clarify administrative roles, titles, accountabilities, and reporting structures to ensure transparency and knowledge of accountability.
- Establish the expectation and requirement that leaders within the academic enterprise (Provost, Deans, Department Chairs, etc.) shall take on primary accountability throughout the schools and colleges for the regular and rapid exchange of accurate information, as well as ongoing conversation and feedback related to emerging issues, opportunities, and challenges.
  - Develop and apply processes and practices to ensure that faculty have regular and meaningful access to Administration to share ideas, challenges, and concerns.
  - Hold all-school/college faculty meetings, with the faculty setting the agenda, to help administration understand the opportunities, challenges, and concerns that are unique to individual schools and colleges.
  - Hold a yearly schools and colleges review to allow deans to communicate with administration their strategic plans, as well as progress made and challenges encountered.

**Carried Over from FY09 Work Plan:**

- None

**New for FY10:**

- Implement processes that clearly involve Deans and Department Chairs in formulating short-term budget rescission decisions.

**\*Goal #3 – Academics and Student Success**

*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.*

**President's FY10 Adelante Objectives:**

- Develop comprehensive strategies that assist academic units to meet their enrollment and retention goals, with emphasis on improved advising.
- Review and improve principles and processes related to the awarding of scholarships to ensure clarity, consistency, and student-friendly practices.
- Complete a university-wide degree audit to ensure that degree requirements are up to date, thus providing a clear and useful tool for each student's course planning and management of his/her time to graduation.
- Develop and implement a plan to improve academic advising that specifically addresses the understaffing of advisors in the University College Advising Center.
- Develop and implement a plan to ensure that UNM students have adequate access to computers necessary to support their success.
- Continue to Strengthen UNM's Branch Campuses:

- Continue to strengthen relationships between UNM's Main Campus, HSC, and the Branch Campuses.
- Develop a strategy that successfully prepares and attracts Branch Campus students to continue their education at UNM's Main Campus or at HSC.
- Develop and implement an effective distance education model.

**Carried Over from FY09 Work Plan:**

- Explore potential models for new admissions standards that include less emphasis on test scores (Main Campus).
- Develop a plan and time frame for implementing recommendations contained in the University College evaluation.
- Continue to expand UNM connections in Mexico.

**New for FY10:**

- Develop and implement a comprehensive plan for enhanced and expanded services that will attract and retain talented graduate students.

**Goal #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.*

**Carried Over from FY09 Work Plan:**

- None

**New for FY10:**

- Foster faculty research through improved procedures and processes in Main Campus Research Administration.
- Develop new policies related to research centers and institutes through a joint task force with Academic Affairs.
- Support proposal development, award reporting, and the implementation of streamlined/fast-tracked processes associated with ARRA (stimulus) grants at the federal and state level.
- Formalize the role of newly-appointed Director of Arts and Humanities Research Initiatives to increase research and support scholarly activity of faculty in the arts and humanities.
- Finalize the restructuring and reorganization of the Main Campus Research Office.

#### **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.*

##### **Carried Over from FY09 Work Plan:**

- None

##### **New for FY10:**

- Establish process and procedures for hiring and retaining underrepresented faculty.
- Coordinate university-wide efforts to address recommendations by the Higher Learning Commission on UNM's Special Emphasis on Diversity.
- Organize the "ethnic centers" as components directly reporting to the VP for Equity and Inclusion, and move their funding from Special Project sources to the formula.

#### **Goal #5 - Community Engagement**

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

##### **Carried Over from FY09 Work Plan:**

- Complete redesign of the UNM website.
- Develop and launch the UNM "brand."
- Revise MOUs with Tribes, Nations, and Pueblos.
- Develop and launch plans for a major UNM PK-20 initiative.
- Develop and implement a plan to address child care issues for students, staff, and faculty.

##### **New for FY10:**

- Develop and implement community visibility, engagement, and service expectations for UNM leaders, emphasizing the President's office.
- Develop a collaborative PR initiative that utilizes existing resources from main campus, HSC and Athletics.
- Develop and launch a communication tool for UNM neighborhoods.
- Compile a non-exhaustive list of volunteer and community service provided by faculty, staff, and students.
- Increase community collaboration through stronger participation in business and economic development opportunities such as those with the Greater Albuquerque Chamber of Commerce, Albuquerque Economic Development, and/or Hispano Chamber.

## **Goal #6 - Legislative Role**

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

### **Carried Over from FY09 Work Plan:**

- Meet with and develop strong working relationships with state/legislative leaders.
- Develop message to legislators that communicates UNM's Strategic Framework and links all legislative requests to the mission, vision, core values, and institution-wide strategies.
- Develop a mechanism that communicates UNM's long-range tuition plan to the state legislature. (reworded)

### **New for FY10:**

- Develop and implement a plan for UNM to take the lead role in working with the legislature to revise the funding formula for universities in New Mexico.

## **Regents' Goal #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.*

### **Carried Over from FY09 Work Plan:**

- None

### **New for FY10:**

- Work with new NM Congressional delegation to obtain congressionally-directed funds for university programs, projects, and initiatives
- Develop a process for the identification of federal research priorities that are limited in number and focus on the areas of expertise of our faculty.
- Provide timely information and support to the NM Congressional delegation on education, research, and community initiatives.

## **\*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.*

### **President's FY10 Adelante Objectives:**

- Develop and implement a plan to focus fund raising efforts in areas that primarily support academic achievement through a) scholarships, and b) faculty chairs, and with a secondary focus on athletics.
- Develop and launch the "President's Engagement and Outreach Initiative" to ensure that the President is actively involved with the key donor base and major constituencies throughout the state, including:
  - The Foundation Board of Trustees
  - Major donor events
  - Top 100 donors and potential donors

- Working with the UNM Foundation, identify and develop a strong base of volunteer leaders for the public phase of the capital campaign.

**Carried Over from FY09 Work Plan:**

- Establish structure and time line for forth-coming capital campaign.

**New for FY10:**

- Develop and implement a major strategy for revenue-generating programs for the summer of 2010.

**Goal #8 - Economic & Resource Development**

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

**Carried Over from FY09 Work Plan:**

- Clarify economic development in the UNM organizational structure.
- Develop plan to select firm/firms to develop land adjacent to UNM.

**New for FY10:**

- Begin the development of an initiative that will answer the question, "How can UNM best position itself to develop academic and research endeavors that involve public/private partnerships around renewable energy and sustainability?"

**\*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.*

**President's FY10 Adelante Objectives:**

- Open the first building on the UNM Rio Rancho Campus, and develop a plan for funding the new building over time.
- Create an overall operational funding model to be implemented for the fall 2010 semester, including the disposition of I&G funds that are generated by the Rio Rancho campus.

**Carried Over from FY09 Work Plan:**

- None

**New for FY10:**

- Develop a comprehensive academic plan for the Rio Rancho Campus, including programs to be offered by UNM, UNMHSC, and CNM.

**Goal #10 - Health Sciences Center**

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

**Carried Over from FY09 Work Plan:**

- Complete and open the new Cancer Center facility.
- Continue planning and break ground on the Sandoval Regional Medical Center.
- Resubmit the HSC's proposal for NIH Clinical and Translational Science Center.

**New for FY10:**

- Ensure appropriate university-wide preparation for H1N1 flu.
- Maintain full accreditation of all HSC educational programs.
- Strengthen the role and responsibilities of the HSC Regent Committee.

**Goal #11 - Athletics**

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

*#11B - 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.*

**President's FY10 Adelante Objective:**

- Continue to ensure that the renovation of the PIT moves forward on schedule and with adequate funding - including private funding - with a December 2010 completion date.

**Carried Over from FY09 Work Plan:**

- None

**New for FY10:**

- Develop and implement new budgeting strategies to secure a balanced budget as well as the long term financial stability of the Athletics Department.
- Actively implement the marketing plan to sell suites and club seats and meet identified targets.
- Partner with other areas of the university to extend outreach and exposure of UNM around New Mexico.
- Implement the plan to celebrate the accomplishments of UNM's student-athletes.
- Enhance summer school opportunities for student-athletes to ensure greater academic progress and graduation.

**\*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.*

**President's FY10 Adelante Objectives:**

- Develop procedures and processes that address concerns raised during the Higher Learning Commission's (HLC) April 2009 accreditation visit and subsequent request for a "monitoring report" due to the HLC in January 2011.
- The President and Provost will work with the Chair of the Regents' Academic and Student Affairs Committee to develop an active agenda that addresses major academic issues on all campuses.
- Engage the Association of Governing Boards to provide coaching and training on the roles, practices, and behaviors of highly effective boards.

**Carried Over from FY09 Work Plan:**

- Continue to revise, update, and make appropriate adjustments to Board policies.

**New for FY10:**

- None

**Goal #13 - Technology**

*Develop and implement strategies to develop and sustain the leading edge technological capability required to carry out the mission of the University of New Mexico.*

**Carried Over from FY09 Work Plan:**

- Assess and strengthen university-wide technology capabilities in the areas of distance education, communications, research, reporting, emergency response, and security.
- Evaluate strategic alliances with high performance computing at UNM and the new state High Performance Computing Center.

**New for FY10:**

- Implement the online degree audit system.
- Expand faculty development opportunities in the area of instructional technologies.