UNM 2040: Strategic Planning

UNM is a flagship research university with many unique qualities – a keystone institution for the state, Hispanic and minority serving, a creator of fundamental new knowledge about both the natural world and human society, a source of service to both the state and the world, and a center of cultural production. UNM is also a university with some unique challenges, including excessive turnover of prior leadership and an extended period of difficult economic and political tumult – mirroring some of the challenges facing New Mexico – layered over national trends in declining enrollment and simultaneous challenges to the social understanding of the purposes of universities and the financial model that sustains them. New Mexico has particular challenges of its own, presenting both a barrier and areas of great opportunity for the University to serve the people of this state.

Nevertheless, universities are one of the most enduring of social institutions, and UNM will have a bright and continuing future serving a majority-minority state that looks much like the rest of the country will in 25 years. This document describes the strategic planning processes that will be navigated to achieve that future in service to our students, our state and our broader human society.

With new and stable leadership in place and a new sense of government support for the higher education enterprise, it is time for UNM to look to the future and bring together today’s best ideas to make that future a reality. We do this while also acknowledging that previous attempts to develop a long-term vision of the future, for example the Redesigning The University of New Mexico effort, have faltered because of lack of support to pursue ideas or sustain the planning effort itself. We are now in a position of leadership stability that allows us to move forward on long-term planning and build on these previous efforts. It is not that UNM’s leadership is stagnant; there will continue to be new leaders coming into important roles at UNM, at the school/college and university level, but these transitions are planned and anticipated. We also acknowledge that some of the assumptions that guided those previous efforts have changed – for example, even though it was developed in 2017-2018, the Redesigning effort did not anticipate the national free-tuition movement, and we must adapt to this new environment.

This report outlines a process for strategic planning at UNM that will support long-term visioning for the entire institution, including main campus, the branches and the Health Sciences Center, while also developing shorter term goals to move the University toward that vision and identify immediate tasks to achieve those goals. This process should address how the University can play an increasingly significant role in New Mexico, in order to make a more impactful difference in the lives of our students and the diverse communities we serve in this state.
Timeframes, Goals, and Tasks

The vision that we develop for the University must be aspirational and inspirational, and help all of us in the broad UNM community steer the institution over the next decade or more. Therefore, the theme of the process is UNM 2040, targeting a time some twenty years hence. This is just five years before the US as a whole is expected to become majority-minority, as New Mexico already is. This is an important target for UNM – we are dedicated today to what all research universities must be in 2045 – inclusive, accessible, embracing of difference, and able to make diversity in all its forms a strength for discovery and creation.

This twenty-year longer-term timeframe and associated visionary objectives for UNM will encompass shorter time periods for which we will identify specific goals to achieve, and tasks to execute over yet shorter time periods, to keep moving UNM forward.

Goals: Over a timeframe of a few years, we will identify goals whose achievement move us towards the 2040 vision. These goals must be verifiable, so that all can see the progress they represent and so that those responsible for achieving them can be held accountable. These goals should therefore generally be designed to be achieved in a timeframe of a few years, with 4 or 5 years generally required for achievement.

Tasks: In order to achieve these goals, we should generally identify specific tasks that have shorter timeframes for attainment, on the order of 1 or 2 years. These will provide the day-to-day path needed to keep regular effort ongoing to reach for our 2040 vision. While the goals are a desired end state, tasks are the actions that will achieve them.

Plan development and renewal

Twenty years is a long time, as indeed is five years in the life of many of our constituents. Our political leaders serve for four years, most of our faculty achieve tenure in six years, many of our students are with us for only 2, 3, 4 or 5 years. Over these time spans many conditions change and evolve. Additionally, we are a large institution with many component parts, and with faculty and staff who are already striving and achieving as fully engaged. Developing a comprehensive plan as a single herculean effort of a few months respects neither the changing environment in which we will work, nor the capacity of our community to engage in considered and thoughtful planning processes. The process proposed for developing our UNM 2040 vision and goals is therefore staged and meant to be continually renewed, rather than a single flurried blip of effort.

While this report uses the term “the plan” to describe the output of the planning process, this plan is not static, but must itself evolve over time. This evolutionary process is itself a part of the plan. Further, as outlined below, the singular does not capture the proposed process, which is to develop a set of loosely coupled plans, whose totality constitutes the full plan for the University.

Key deliverables of the planning process

The UNM 2040 Process should provide us with:

- a long-horizon aspirational vision (20-year vision);
• a renewed statement of shared *values and mission* for UNM;
• an *environmental analysis* of UNM’s strategic advantages, opportunities for differentiation, areas of challenge and recommendations for UNM’s areas of focus;
• a statement of the *value proposition* of UNM as a place of research, diversity, discovery, service, creation and learning;
• a set of *university-level strategic goals* to pursue over the next 5 years that will move us toward our aspirational vision and that are verifiable (although not necessarily quantifiable).
• an immediate set of concrete actions or *tasks* to undertake over the next year or two to drive toward achievement of the strategic goals.

The plan should be developed within our context as a service-oriented research university, strongly connected to the State of New Mexico and founded on the importance of public impact research, while also recognizing our potential for global impact. The plan must also develop a regular reporting process to gather accountability information and provide it to the UNM community, and to allow for and document changes in goals and tasks.

The plan will also provide a design for sustaining the planning and implementation process itself beyond any given set of leaders, to generate yearly actions that drive toward the goals, and renew them to move toward the long-term vision. Also, and most importantly, the plan should provide for the integration of unit-level planning that will roll up into the achievement of university-level objectives. The university-level plan should explicitly include these unit level plans, with the design neither bottom-up nor top-down, but rather the result of creative tension and iteration between the plans and aspirations of the various communities that make up UNM.

In the process of creating the plan we hope to better tie our UNM communities together and build support for the shared vision, values, and mission, and to create excitement about UNM and its role in the State of New Mexico and the world.

**Parallel planning processes**

The UNM 2040 planning process will occur in parallel planning processes, each focused on different but overlapping needs and constituencies. Some of these processes are already underway, even independently of the UNM 2040 process. The planning will be facilitated by small working groups or task forces (5 – 7 members) who will also engage the wider UNM community through interactive forums, online ideation tools, planning in the Bosque, and other engaging, fun and interactive modalities. These task forces/committees are listed below.

Not mentioned as a separate task force is *Institutional Unity*, which must be a cross-cutting issue on which all of the separate planning groups should reflect and make recommendations. Each working group should suggest goals and objectives that support unity across all the components of the institution, including branch campuses, the health sciences center, health system and athletics. Similarly, while *Diversity, Equity and Inclusion* is a separate task force
and planning process, each of the other groups should consider the human diversity of our institution and state in making their recommendations.

Each of these working groups will have regular check-ins with the Steering Committee, and have some preliminary thoughts due in Summer 2020, but some may have work that continues past that date.

<table>
<thead>
<tr>
<th>Task Force/Working Group</th>
<th>Leadership</th>
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<tr>
<td><strong>2040 Vision Task force</strong>: Develop draft 2040 vision, review and possibly revise UNM mission, articulate UNM values, describe the value proposition for our mission, explore the future of higher education needs and markets, and the future of the research, creative, and service portfolio of the university. As part of this effort, engage in an environmental analysis to analyze strengths and opportunities, barriers and weaknesses, and suggest areas for focus. This vision will utilize the input of the task force as well as larger scale crowd sourcing to gathering information and ideas.</td>
<td>Holloway</td>
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<td><strong>UNM Diversity, Equity and Inclusion Planning</strong>: Keeping in mind the overall goal of enhancing diversity, equity and inclusion at UNM, establish a University diversity values statement and create a process for colleges to affirm this statement on an annual basis, identify and coordinate a University-wide strategy for increasing demographic diversity and improving climate through greater inclusion.</td>
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<td><strong>UNM: The Next Big Thing</strong>: Explore goals for the UNM research enterprise and areas of focus for research</td>
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<td><strong>Securing our Future</strong>: Strategic Financial and Enrollment Plan predicated on ensuring a dynamic and growing institution, and including recommendations on budget structure</td>
<td>Garcia &amp; Costantinidis</td>
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<td><strong>UNM Foundation Strategic Plan</strong> (launching)</td>
<td>Todd</td>
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<td><strong>HSC Strategic Plan</strong> (ongoing)</td>
<td>Larson</td>
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<td><strong>Synthesis and reflection</strong>: A workgroup to explore synthesis of the other plans and to broadly brainstorm what we forgot!</td>
<td>TBD</td>
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In addition, some schools/colleges either have recent strategic plans or are planning to develop plans over the next year or two. As part of UNM 2040, we will develop a catalog of these plans and catalyze planning in units that do not have current plans. Also ongoing will be an examination of Honors Programs at UNM, and this work will also be considered part of the broader UNM strategic planning effort.
Specifics of the planning task forces

**2040 Vision Task Force:** Develop a draft 2040 vision for UNM that is easily communicated and whose impacts on the state are compellingly clear. This vision shall describe perceptions of UNM as the US approaches majority-minority status. In addition to the work of the task force, this effort will also utilize a crow sourcing methodology to give the campus community an opportunity to provide input. This group will review and possibly revise the UNM mission, paying attention to HLC accreditation guidelines related to mission and the environment and changing context of higher education. The Vision Task Force will articulate a set of core UNM values that can be used to drive decisions and align resources in the face of imperfect information. This group will develop a compelling statement of the value proposition for UNM’s mission, founded on our role as a place of research, discovery, service, creation and learning.

*May 2020 Deliverables:* A recommended vision statement for UNM 2040, along with a draft of shared UNM values. A recommendation regarding any changes for the UNM mission, an initial analysis of the UNM value proposition for all aspects of its mission (research, service, professional development, learning, etc.), and recommendations for further developing this value proposition.

This group will also undertake an exploration of the future trends in higher education and higher education markets – who are the new groups of learners that institutions of higher education might support in the future, and what are UNM’s strategic advantages in supporting these groups. What are the educational areas that will be growing and vital, and how do we arrange incentives to grow into these areas? What is the future of the research enterprise, and of university-based service to the state, nation, and world, and how do these align with our values and mission? The group will analyze UNM’s strengths, opportunities, barriers and weaknesses. Furthermore, this group should suggest areas for focus – where should UNM elect to focus limited resources for maximum impact in alignment with our mission? This task force will provide an articulation of the strengths and opportunities for UNM to deliver on its mission and to move toward achievement of the long-term vision, as well as barriers and weaknesses that threaten delivery of them.

*Fall 2020 Deliverables:* Provide an analysis on strengths, opportunities, barriers, weaknesses and areas of focus for UNM, and recommendations for next steps in this analysis. Recommendations and observations on next steps for UNM’s research enterprise, and goals and tasks for moving UNM’s research and creative productions enterprise forward

**UNM Diversity, Equity and Inclusion Task Force:** Keeping in mind the overall goal of enhancing diversity, equity and inclusion at UNM, establish a University diversity values statement and create a process for colleges to affirm this statement on an annual basis, identify and coordinate a University-wide strategy for increasing demographic diversity and improving climate through greater inclusion. Strategies will include:
(1) Better communication and coordination of diversity, equity and inclusion (DEI) efforts across colleges through (a) shared diversity goal setting, (b) the new Liaisons in Equity, Advocacy, and Diversity (LEAD) council, and (c) biannual meetings with college deans and VPEI to review DEI goals for the year, and faculty/staff diversity in the annual affirmative action plan;

(2) A strengthened equity and inclusion infrastructure through (a) utilizing the Diversity Council to communicate and build the annual campus-wide diversity strategy, (b) providing support to the college/school-level senior diversity officers through the LEAD council, and (b) providing support to college/school-level and unit-level diversity committees.

(3) A focus on faculty diversity by (a) revamping the faculty search process University-wide to reduce implicit bias by training diversity advocates and requiring all search committee members to complete the DiversityEdu online faculty search committee course, (b) creating a process for academic units to nominate prospective Inclusive Excellence postdocs and visiting scholars, and (c) by creating a URM faculty hiring bridge program that requires a strong mentoring plan and provides up to three years of funding to support new faculty hires;

(4) A focus on faculty and staff retention via (a) establishment of a training curriculum for emerging women leaders, (b) establishment of a training curriculum for diversity advocates, (c) maintaining support for the National Center for Faculty Development and Diversity (NCFDD) institutional membership and providing scholarships to faculty to participate in the Faculty Success Program, (d) providing support to ethnic studies departments/programs and research institutes focused on US racial/ethnic minorities;

(5) Address climate concerns by (a) administering a University-wide (census) climate survey every four years, (b) tackling the physical-built and virtual environment including addressing accessibility, the University seal, Zimmerman Library murals, building names, prayer spaces, lactation spaces, signage for universal and gender-neutral restrooms, and creating a process for receiving requests for investigating and addressing the physical climate;

(6) Examine HR search processes and offer recommendations to reduce implicit bias;

(7) Work with racial/ethnic cultural student services centers, the LGBTQ Resource Center, the Men of Color Initiative, enrollment management, ethnic studies units and research center, and academic affairs to identify top priorities in regards to diversity, equity, and inclusion among the undergraduate population.

(8) Work with the Office of Graduate Studies and the Project for New Mexico Graduates of Color (PNMG) to identify external funding sources to support graduate students from underrepresented racial/ethnic minority groups in the U.S. in all fields and women in STEM fields at UNM.

May 2020 Deliverables: A diversity and inclusion strategic plan that provides more details to the goal and strategies delineated above, and considers the report offered by the equity and inclusion task force from 2017.
**UNM: The Next Big Thing Task Force:** UNM is a research institution, which is key to our ability to recruit and retain excellent faculty. What should be the goals for the UNM research enterprise and in what areas of research should we focus? What steps should we take to achieve an outsized impact on a critical area of research? What are our areas of strength in scholarship and on which of these should we focus and build? Where we are less strong, where should we strategically elect to create greater strength and impact, within a reality of limited resources? A set of significant goals for the research enterprise should be articulated – an example would be a significant center of state and national importance or notable growth in research impact and volume – along with recommendations for areas of focus that leverage our existing and potential strengths.

*May 2020 Deliverables:* A research strategic plan that builds upon the momentum from Research 2020, fits within in our mission and values and leverages our potential and existing strengths.

**Securing our Future Task Force:** The task force will create a Strategic Financial, Capital, and Enrollment Plan predicated on ensuring a dynamic and growing institution, and including recommendations on budget and incentive structures. This will be a plan for growth of the institution intellectually, in impact on the state and world, in reputation and visibility, in size or in other dimensions. In alignment with the probable future of higher education, The Strategic Financial, Capital, and Enrollment Plan will include enumeration of goals and actions that will lead to a strong financial position, robust against uncertainties of the future, for the institution to ensure a healthy and exciting outlook for the long-term vision of the University.

*May 2020 Deliverables:* Recommended goals and associated tasks for enrollment, potentially including recommendations touching on undergraduate, graduate, international students, branch enrollments, adult learners, and new educational markets. Associated tasks might include not only how these enrollment goals are achieved, but also tasks to analyze and develop additional goals for aspects of enrollment that are not initially addressed in the May 2020 recommendations. Recommended goals and associated tasks on structuring the UNM budget and related financial and administrative processes to be efficient and incentivize growth and innovation within UNM, as well as encourage robustness in the face of uncertainties in particular revenue streams.

**Synthesis and what did we miss?** This workgroup will convene in Fall 2020 to synthesize the other plans, and to broadly brainstorm whatever we forgot!

**Contextual elements to be considered in the plan**
- Recognition of the changing landscape of higher education, including the prospect for “free” tuition, increased competition for students, and the growing importance of post-baccalaureate education.
• The expanding significance of adult learners and credentialing systems and recognition structures beyond degrees or certificates.
• Immediate and long-term financial and capital planning that can adjust to uncertainty and fluctuations in student enrollment, state support and University leadership
• Ongoing exploration of administrative efficiencies and the potential for a systematic comprehensive efficiency study

Governance and Staffing
• Abra Mia Altman, President’s Staff
• Karen Patterson, Special Advisor on Strategic Planning

Stakeholders and champions to consider in planning and engagement
• UNM faculty, students and staff
• Parents of UNM students
• ABQ government
• New Mexico K-12 schools
• UNM Regents
• Deans, Chancellors, and school/college leadership
• Alumni
• Donors
• ABQ Journal
• Specific groups of NM community members: elderly, native tribes & pueblos, national labs, local companies, etc.

Challenge
A challenge to be managed by the process is the tension between bottom-up buy-in and excitement and the strategic expediency of a more directed and rapid planning process.

UNM 2040: Coming Soon
The planning process should be taken as an opportunity to create excitement. Placing posters around campus that simply say UNM 2040: Coming Soon would start to create buzz about the process and outcomes.