

UNM VISION FRAMEWORK – Revised (October 17, 2021)

VISION: Through service to the people of New Mexico, be a national and global leader in realizing human potential, addressing critical community challenges, and demonstrating the power of diversity.

POSSIBLE MISSION STATEMENTS:

Option 1

The mission of the University of New Mexico is to serve as New Mexico's flagship institution of higher learning through demonstrated and growing excellence in teaching, research, patient care, and community service.

Option 2

The University of New Mexico mission is to promote discovery, learning, and human well-being by generating intellectual and cultural productions, communicating knowledge and academic values, broadly serving our community, and delivering the highest quality health care.

PURPOSE: UNM supports the families and communities of New Mexico in creating a vibrant and thriving society where all can grow and achieve their own dreams. UNM will be a key partner in creating a healthy, educated, and economically strong New Mexico.

VALUES

1. **Place:** UNM is dedicated to the peoples and place of New Mexico, and we root our work within the varied communities of our state even as we reach for global impact for the benefit of all humanity. We value service to others, and we value providing access to the talents of our people.
2. **Excellence:** We value excellence in all of our work, and we strive to perform and achieve at the highest levels.
3. **Inclusion:** We value the diversity of peoples, cultures, nations, and communities that are the heart of New Mexico, and that present the richness of human societies around the globe. We respect and support the differences of all persons and we value working in an environment where collaboration is valued, and differences are cherished as critical to the success of all.
4. **Integrity:** We value fairness, honesty, and transparency. We are good stewards of the resources that have been given to us by the peoples of New Mexico and the world.
5. **Respect:** We are mindful of the wellbeing of all the peoples with whom we engage, seeking to support their growth as humans, and we are thoughtful about the dynamics of power and privilege in our interactions.

VISION PLAN DRAFT GOALS AND OBJECTIVES

In order to achieve, over the next two decades, a vibrant and thriving society and to build a more healthy, educated, and economically vigorous New Mexico, UNM must more fully integrate our activities to best leverage and build on our strengths, focus on the student experience and innovation within our educational enterprise, create opportunities to advance New Mexico, build on the strength of our diverse cultures, and establish an operational model that is environmentally, socially, and economically sustainable. We will achieve these aspirations through a series of multi-year plans that will be agile and informed by our successes and ongoing situational assessments. The goals of the first of these plans are outlined below, and for each of these goals we articulate a set of objectives that put us on the path to achieving those long-term goals.

Goal One - One University: To create an environment of greater knowledge generation and innovation, we will connect and integrate all our distinctive academic, research, patient care, and service components across all of our many campuses and be known for our enterprise-wide collaboration.

Objectives

1. Ensure the breadth of the university is accessible to all through easy cross-campus enrollments and integrated cross-disciplinary academic programs.
2. Expand research collaboration, spanning fully from the basic to the applied, across the academic enterprise and align our signature research programs and centers.
3. Enhance UNM's service and care missions to support all New Mexicans and grow the primary and specialty care networks.
4. Increase the integration of administrative systems and processes to provide One University planning, reporting, and shared services support.

Goal Two - Student Experience and Educational Innovation: UNM will create supportive, intellectually challenging, exciting, diverse, joyful learning environments both inside and outside of the classroom to ensure the success of all learners. We will support lifelong learning and engagement with UNM. Through the education of people, our University will contribute to the growth of human societies in New Mexico and across the globe.

Objectives

1. Create pathways from every major or program to multiple futures that support undergraduate students, including career opportunities or advanced studies and integrate the student experience to connect curricula, career opportunities, and other futures.

2. Support the advanced workforce of New Mexico by growing graduate student enrollment and success, and aligning practicum experiences such as internships and career opportunities with University partners, e.g., industry and the national laboratories.
3. Implement clear and transparent paths to provide co-curricular learning opportunities for every student – ensuring a co-op, internship, community engagement, research, project, or competitive athletic opportunity for each student – and provide them the ability to articulate the value of these experiences for careers or advanced education.
4. Create a healthy and safe campus environment including student health and welfare.

Goal Three - Advance New Mexico: Founded on the intellectual capital of UNM's people, seek out the needs and unique opportunities of our distinct New Mexican cultures and peoples, economic enterprises, and communities to address critical issues and opportunities facing humanity and contribute to the quality of life, growth, prosperity, and advancement of New Mexico and of human societies across the globe.

Objectives

1. Through strategically expanded areas of basic and applied research in areas spanning policy to the sciences to the humanities and the arts, including our Grand Challenges and other signature research areas, contribute to the solutions of critical issues facing humanity.
2. Embrace a leadership role in the economic development of New Mexico through investments in research and education programs that support success of the economy of the state.
3. In partnership and in support of the varied and rich communities of our state, enhance the health of individuals, families and communities in New Mexico and be a force for social justice and health equity, based on cross campus research, education programs, and public health service, including in population health, behavioral health, healthy aging, addressing social determinants of health, adverse childhood events, and multi-generational traumas.
4. Develop the trust and strong relationships needed to further align our new and continuing efforts with the needs of the state agencies, economic development organizations, community organizations, tribal nations and others across the state so that we can do more together than any of us can do alone.
5. Contribute to the life, cultures, well-being and vibrancy of our state through creating and supporting cultural events, athletics, and the arts of New Mexico.

Goal Four - Inclusive Excellence: Be the national model for how a research-intensive university engages all its internal and community stakeholders, values all voices, and uses this culture to better create new knowledge, educate learners, and provide service

Objectives

1. Implement the university's diversity and inclusion plan.
2. Ensure increased coordination, communication, and articulation of commitments to Diversity, Equity, Inclusion (DEI) and a strengthened equity and inclusion infrastructure.
3. Continue focus on faculty and staff diversity, retention, career advancement, and success.
4. Assess UNM's inclusive climate, and document and address concerns through setting benchmarks and actively working to evolve cultural humility and literacy amongst our communities.
5. Support all offices and units to improve the learning environment in gateway courses and improve student persistence, and inspire students at Branch campuses to consider additional four-year degrees and beyond.
6. Work with Graduate Studies and the Project for NM Graduates of Color to enhance mentoring support for underrepresented students and women toward doctoral degree completion.

Goal Five - Sustainability: Harness the creative talent of UNM to transform the business model for higher education to create long-term sustainability and ensure the resources – human, financial, and physical – will secure the success of our mission and achievement of our aspirations while respecting the natural environment that supports all people of the state and the world.

Objectives

1. Ensure a stable and high quality workforce for UNM through effective talent and human capital management and promote a healthy and safe campus working, learning, and living environment for faculty, students and staff.
2. Diversify and expand the sources of revenue and align with market demand for our unique UNM expertise:
 - a. Increase research funding.
 - b. Explore relevant baccalaureate, post-baccalaureate, and adult learner programs.
 - c. Expand in-state and out-of-state enrollments at all levels.
 - d. Generate strategic revenue-generating revenue public-private partnerships.
3. Grow stakeholder engagement and build a culture of philanthropy in all our communities, spanning students, employees, alumni, and community members.

4. Build a culture of multi-year budgeting and benchmarking and ensure that all our business and academic processes are effective and efficient, with an eye toward productivity, delivery of excellent value, taking advantage of economies of scale, and management of cost.
5. Enhance the vibrancy of our campus community and activate our physical and virtual spaces through renewed building spaces and partnerships with business and the community, supporting exciting and successful athletic events and improving the overall wellness of our campus, including food, housing, and physical security.
6. Assess our environmental impact – including our scope 1, 2 and 3 carbon footprint – and drive decisions based on these data to ensure our impact is minimized and UNM contributes to a sustainable world for the long term.

Goal Six – Key Foundations: Identify, streamline and further develop enterprise-wide infrastructure and high-yield, efficient support systems that enable successful outcomes for the strategic plan’s goals and priorities.

Objectives

1. Assess areas potentially including but not limited to data and analytics, culture, infrastructure, marketing and branding, investments, and government relations and identify areas of unnecessary duplication and areas for process improvement.
2. Identify gaps that exist in these foundational areas and outline what is needed to implement the goals and priorities for 2040 and for the next 5 years.
3. Prioritize investments in this foundational infrastructure based on the priorities of the University and areas of highest impact during the next 5 years.
4. Develop formal methods and processes to evaluate and track progress for each UNM 2040 goal.