

UNM VISION FRAMEWORK – Revised (January 28, 2022)

VISION

Be a national and global leader in realizing human potential, addressing critical community challenges, and demonstrating the power of inclusive diversity.

MISSION

The University of New Mexico serves as the state’s premier institution of higher learning and provider of health care by promoting discovery, generating intellectual and cultural contributions, honoring academic values, and serving our community by building an educated, healthy, and economically vigorous New Mexico.

VALUES

Excellence: We value excellence in all of our work, and we strive to perform and achieve at the highest levels.

Inclusion: We respect and celebrate the differences of all persons, and value working in a collaborative environment where diversity is cherished and there is a shared sense of belonging.

Environment: We are dedicated to the protection of our planet to ensure the health, well-being, and success of future generations.

Integrity: We value fairness, honesty, and transparency. We are good stewards of the resources that have been given to us.

Place: UNM is dedicated to the peoples and places of New Mexico even as we reach for global impact for the benefit of all humanity.

INDIGENOUS PEOPLES' LAND AND TERRITORY ACKNOWLEDGEMENT

Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico – Pueblo, Navajo, and Apache – since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.

VISION PLAN DRAFT GOALS AND OBJECTIVES

In order to achieve a vibrant and thriving society and to build a more healthy, educated, and economically vigorous New Mexico, UNM must create opportunities to advance our state, focus on the student experience and innovation within our educational enterprise, build on the strength of our diverse cultures, establish an operational model that is environmentally, socially, and economically sustainable, and more fully integrate our activities as one University. 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 our long-term aims.

Goal One - 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. Contribute to the solutions of critical issues facing humanity through strategically expanding basic and applied research and design.
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. As One University, be a force for social justice and health equity by working with the varied and rich communities of our state to enhance the health of all New Mexicans.
4. Engage the wide range of community stakeholders in understanding their unique needs and develop the trust and strong relationships needed to further align our new and continuing efforts with the needs of state agencies, economic development organizations, community, military and veteran organizations, tribal nations and others so that we can accomplish more together than any of us can alone.
5. Contribute to the life, cultures, well-being and vibrancy of our state through creating and supporting athletics, cultural events, and the arts of New Mexico.

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 within undergraduate majors and programs to multiple futures, including a range of career opportunities and advanced studies.
2. Support the advanced workforce of New Mexico by increasing 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, education abroad, 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. Expand educational opportunities and engage with lifelong learners to deepen community engagement, enhance the UNM brand, and support economic development.
5. Systematically facilitate and evaluate educational innovation across UNM.

Goal Three - Inclusive Excellence: Utilize an equity and inclusion lens to expand opportunity, cultivate potential of students, faculty and staff at UNM, create new knowledge, and provide service to all New Mexicans by leveraging our assets as a highly research-intensive university and health system.

Objectives

1. UNM is inherently inclusive, accessible to most and readily accommodating to all students, staff, faculty, and community members, inclusive of ability/disability status.
2. Ensure increased coordination, communication, and articulation of commitments to Diversity, Equity, Accessibility & Inclusion (DEAI) and strengthen the equity and inclusion infrastructure across the university.
3. Continue focus on faculty and staff diversity, recruitment, retention, workforce/professional development, career advancement, and success, with a focus on addressing historical and current injustices and inequities.
4. Assess UNM's inclusive climate across all UNM sites to document and address concerns through setting benchmarks and actively working to evolve cultural humility and literacy within our communities.
5. Support all offices and units to improve the learning environments in gateway courses and improve student persistence, and inspire students at Branch campuses to consider additional four-year degrees and beyond.
6. Provide sustained, overarching, and holistic support of graduate students from underrepresented racial/ethnic minority groups and non-URM students at UNM through mentoring, growth in number of faculty, and enhanced funding sources geared toward academic progress and doctoral degrees.

Goal Four - Sustainability: Create long-term sustainability and ensure the necessary resources – human, financial, and physical – are available for achievement of our aspirations while protecting 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 enrollments and retention.
 - d. Generate strategic revenue-generating public-private partnerships.
3. Grow stakeholder engagement and build a culture of philanthropy in all our communities, spanning students, employees, alumni, grateful patients, 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 Five - One University: To achieve the other UNM 2040 goals, we will connect and integrate all our distinctive academic, research, patient care, and service components and streamline and strengthen administrative systems and processes across all of our many campuses to create an environment of impactful knowledge generation and innovation.

Objectives

1. Expand trans-disciplinary research collaboration across the entire University system.
2. Ensure the breadth of the university is accessible to all through easy cross-campus enrollments, integrated cross-disciplinary academic programs, and the use of the university, including the health system, as a living laboratory.
3. Integrate administrative systems and processes to provide coordinated, efficient and high-quality services. Assess areas potentially including but not limited to planning, reporting, data

and analytics, infrastructure, marketing and branding, investments, and government relations and identify areas of unnecessary duplication and areas for process improvement.

4. Identify gaps and prioritize investments in this foundational infrastructure.
5. Create a healthy and safe campus environment including student and employee health and welfare.
6. Develop formal methods and processes to evaluate and track progress for each UNM 2040 goal.

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