

# UNM 2040

OPPORTUNITY DEFINED



# TABLE OF CONTENTS

LETTER FROM THE PRESIDENT ..... 3

INTRODUCTION ..... 4

OUR PLAN ..... 5

INDIGENOUS PEOPLES' LAND  
AND TERRITORY ACKNOWLEDGMENT ..... 6

GOAL ONE: ADVANCE NEW MEXICO ..... 7

GOAL TWO: STUDENT EXPERIENCE  
AND EDUCATIONAL INNOVATION ..... 8

GOAL THREE: INCLUSIVE EXCELLENCE ..... 9

GOAL FOUR: SUSTAINABILITY ..... 10

GOAL FIVE: ONE UNIVERSITY ..... 11

TIMELINE AND PLANNING PROCESS ..... 12

PROJECT LEADERSHIP ..... 13

STAKEHOLDER ENGAGEMENT ..... 14-15

BACKGROUND ..... 16

LOOKING AHEAD AND NEXT STEPS ..... 17



REVISED ON 3/8/2022



## Looking forward is hard work.

In April 2021, as we began our preliminary look forward toward the year 2040 and started to work on the multi-year plan to shape our future as The University of New Mexico, we were already more than a year into a global pandemic. Living, working, and functioning in the face of the challenges presented by COVID-19 fundamentally altered the way we do business as a university, and required us to think differently about the path forward into our future.

But let me tell you: after working tirelessly over the last year with an engaged University community and the remarkable individuals tasked with drafting our plan, I can say with absolute certainty that our future is bright.

UNM 2040: Opportunity Defined has presented us with a chance to think hard and think differently about how UNM can be more relevant, more visible, and more competitive as we make our way toward the middle of the 21st century. Watching over the last year as Lobos created more thoughtful and more innovative ways of solving problems, adapting to change, and advancing our mission has me both excited and confident about the direction of The University of New Mexico.

Our process in creating this plan has been thoughtful, deliberate and, at times, exciting. We had multiple opportunities to engage with our focus groups of students, faculty, staff, and supporters to learn of their aspirations for our University—a process that was as informative as it was invigorating. Our steering committee reflected on this broadly generated input and provided their input around several emerging high-level themes, opportunities for the University's next 20 years, and the vision plan framework. Our 2040 task forces took the emerging vision plan to a new level of detail by suggesting key activities that need to occur over the next five years for UNM to execute even its most ambitious goals.

We then circulated a survey asking for feedback about the draft vision framework and, as we neared the end of the planning process, offered Lobos the opportunity to provide ideas about how to advance our goals through the IdeaScale crowdsourcing platform. Thanks to the rich feedback and thoughtful insights we received, we were continually able to better inform our decision-making, fine tune our vision framework, and revise the plan to be more reflective of feedback. The resulting vision framework you have in your hands reflects this thorough and open process.

In short: it was hard work.

But the results, as I think you'll see, reflect the serious care, contemplation, and community engagement that went into this process, helping us forge a path forward that not only truly reflects UNM's institutional goals and aspirations, but our unique culture and character as well.

I'm very proud to present to you UNM 2040: Opportunity Defined. And now, the work begins anew, this time on turning our aspirations into reality as we transition to the implementation phase of this long-term plan. I have never been more optimistic about our future as Lobos, and I can't wait to work with all of you. Moving forward, we're going to do great things together.



Garnett S. Stokes  
President



# INTRODUCTION

In order to achieve a vibrant and thriving society and to build a healthier, better educated, and more economically vigorous New Mexico, UNM must create opportunities to advance New Mexico, 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 have articulated a set of objectives that put us on the path to achieving our long-term aims.

In April 2021, The University of New Mexico embarked on a process of crafting a multi-year plan to build the future of UNM. This plan will provide us with both a vision of our future twenty years from now, as well as a set of more immediate tasks designed to move us toward that vision.

The advantage of the 20-year horizon is that it enables the University to develop a vision framework, establish the platform and infrastructure for change in the first five years and build toward this future with thoughtful multi-year decisions, plans, actions and funding and consequential investments (public sector and philanthropic).

# OUR PLAN

UNM VISION FRAMEWORK - Revised (3/8/2022)

## VISION

Be a 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:

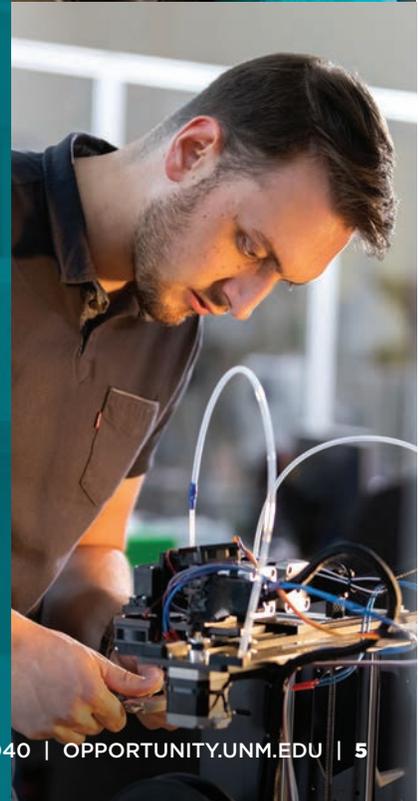
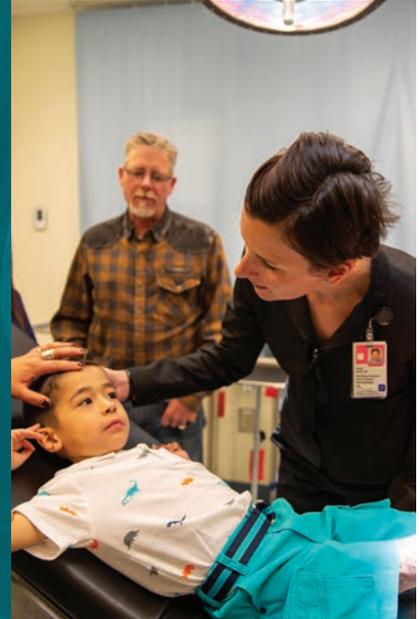
We are dedicated to the protection of our planet to ensure the health, well-being, and success of future generations.

### INTEGRITY:

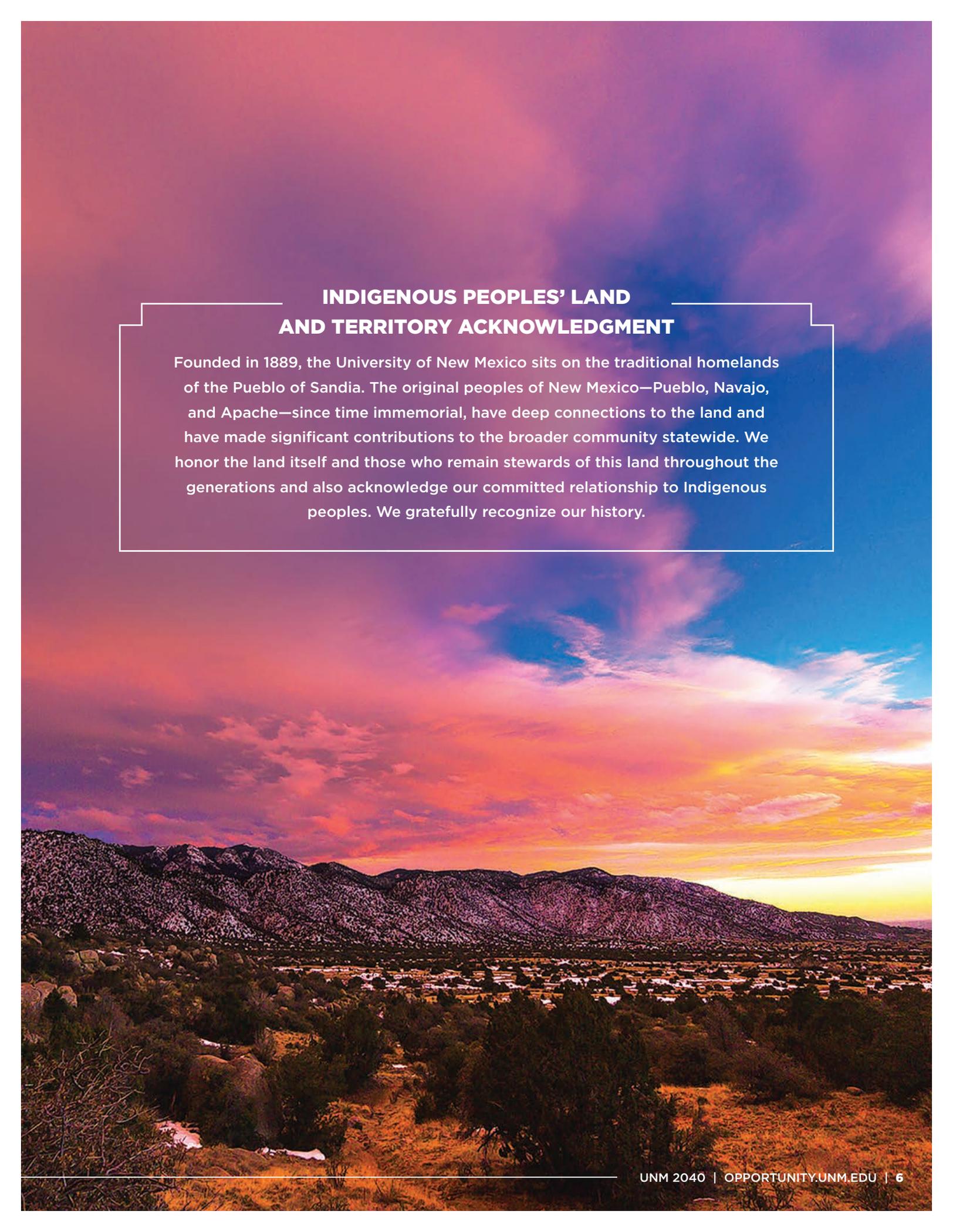
We value fairness, honesty, and transparency. We are good stewards of the resources that have been given to us.

### 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.



Dedicated to  
The 158 Students and Alumni of  
The University of New Mexico  
Who made the suprema sacrifice



## **INDIGENOUS PEOPLES' LAND AND TERRITORY ACKNOWLEDGMENT**

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.

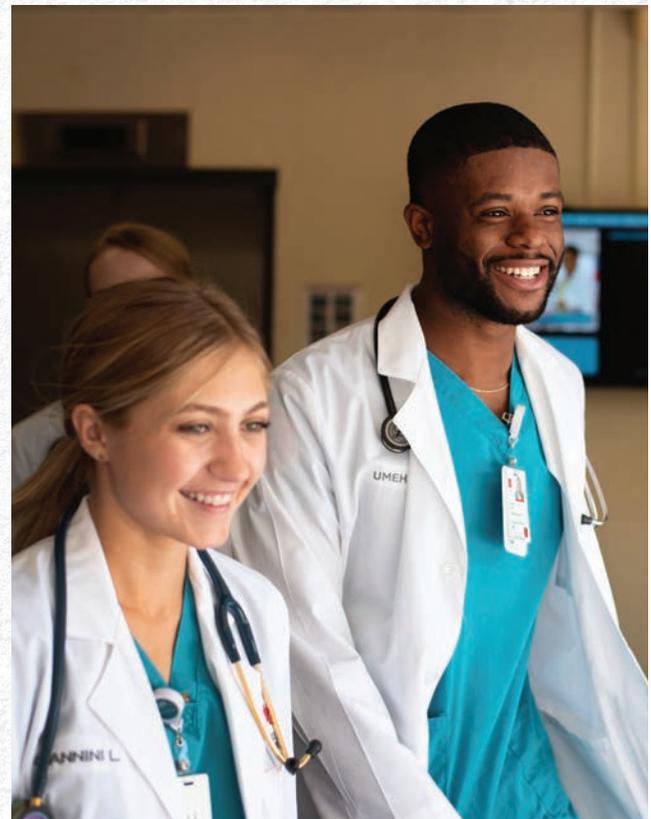
## GOAL ONE

### ADVANCE NEW MEXICO:

Understand 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. Strategically expand basic and applied research and design to address critical issues facing New Mexico and all humanity.
2. Embrace a leadership role in the economic development of New Mexico through investments in research, education, and innovation programs that support the success of the state's economy.
3. 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 stakeholders to understand their unique needs and enhance the trust and strong relationships needed to further align our efforts with the needs of state agencies, economic development organizations, local communities, military and veteran organizations, tribal nations and others.
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:

Transform the educational experience by creating supportive, intellectually challenging, exciting, diverse, joyful learning environments both inside and outside of the classroom to ensure the lifelong success, upward social mobility, and engagement of all learners. Through the education of people, our University will contribute to the growth of societies in New Mexico and across the globe.

### OBJECTIVES

1. Systematically facilitate and evaluate educational innovation across UNM.
2. Create pathways within undergraduate majors and programs to multiple futures, including a range of career opportunities and advanced studies.
3. 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.
4. Provide experiential 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.
5. Expand educational opportunities and engage with lifelong learners to deepen community engagement, enhance the UNM brand, and support entrepreneurship and economic development.



# GOAL THREE

## INCLUSIVE EXCELLENCE:

Utilize an equity and inclusion lens to expand opportunity, cultivate the potential of students, faculty and staff, 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. Ensure UNM is inherently inclusive, accessible to most and readily accommodating to all students, staff, faculty, and community members.
2. Strengthen the equity and inclusion infrastructure across the University through enhanced coordination and communication.
3. Focus on faculty and staff diversity, recruitment, retention, professional development, and career advancement and success, to address historical and current injustices and inequities.
4. Assess UNM's inclusive climate across all UNM sites to document and address concerns and actively work to evolve cultural humility and literacy within our communities.
5. Increase student persistence by improving the learning environments in gateway courses and inspiring students at Branch campuses to consider four-year degrees and beyond.



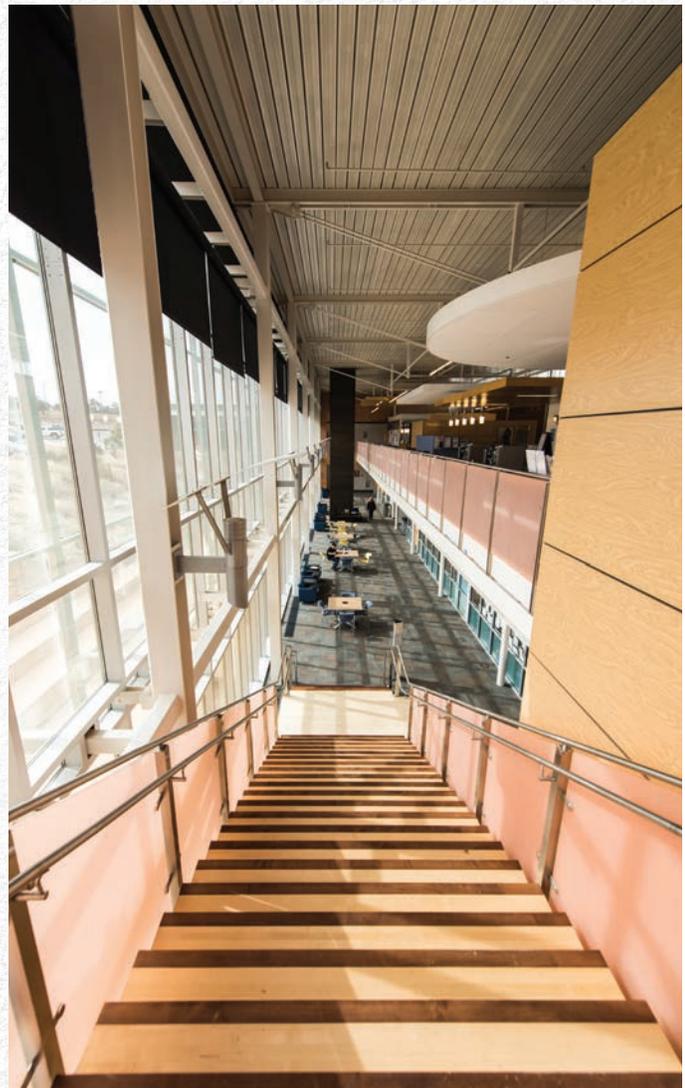
# GOAL FOUR

## SUSTAINABILITY:

Create long-term sustainability and ensure the necessary resources—human, financial, and physical—to achieve 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 through increasing research funding, identifying and creating relevant baccalaureate, post-baccalaureate, and adult learner programs, expanding enrollments and retention, and generating 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 planning and ensure that all our business and academic processes are effective and efficient.
5. Enhance the vibrancy of our campus community by activating our physical and virtual spaces to support exciting and successful athletic and cultural events and improve wellness, including food, housing, and physical security.
6. Reduce our environmental impact to ensure that UNM contributes to a sustainable world.



# GOAL FIVE

## ONE UNIVERSITY:

As a foundation for achieving the other 2040 goals, align and integrate our distinctive academic, research, patient care, and service components, and enhance our administrative functions to strengthen the University and its impact.

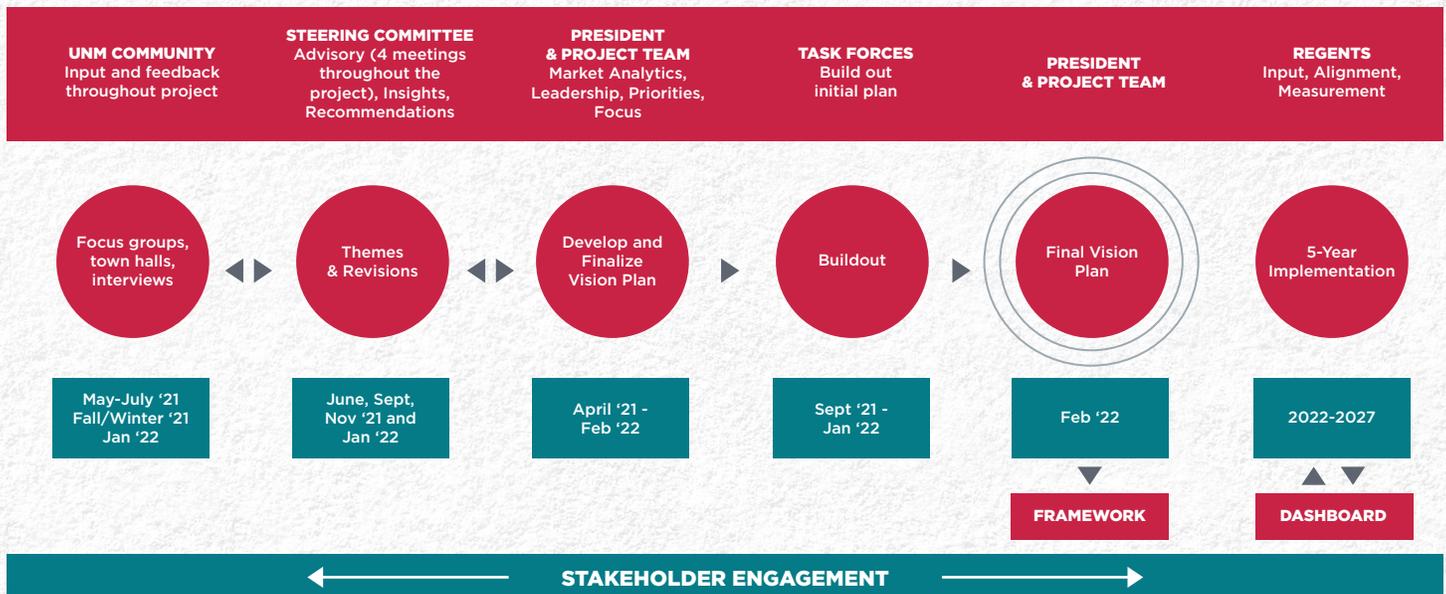
### OBJECTIVES

1. Expand research and educational collaborations across the entire UNM system.
2. Ensure the breadth of the University is accessible to all learners through easy cross-campus enrollments, integrated academic programs, and partnerships throughout the University.
3. Identify gaps and prioritize areas for streamlining, integrating, and improving our administrative systems and processes, in order to provide coordinated, efficient, and high-quality services.
4. Develop qualitative and quantitative methods and processes to track progress for each UNM 2040 goal.
5. Celebrate achievements that exemplify the 2040 Vision.
6. Remain responsive to changes in New Mexico and the world and evolve our vision and goals accordingly.



# TIMELINE AND PLANNING PROCESS

The 6-phase UNM 2040: Opportunity Defined planning process began in April 2021 and concludes in early 2022, as the project moves to the implementation phase.



Timeline: April 2021-February 2022

## Phase 1: Project Planning and Launch

(April-May 2021)

Develop the project plan and key milestones; create stakeholder engagement plan

- Develop “conversation threads”
- Create Stakeholder Engagement Plan
- Form Steering Committee

## Phase 2: Listening Conversations

(April-August 2021)

Gain insights about the “possibilities” and future needs from UNM stakeholders and data analysis; form UNM 2040 framework

- Conduct Virtual Launch and Virtual Focus Groups
- Complete environmental analysis
- Convene Steering Committee (meeting #1)
- Form first draft of 2040 vision, mission, values and high-level goals

## Phase 3: Strategic Directives and Pathways

(August-November 2021)

Build out plan details – tactics, timelines, resources needed and metrics; set Year 1-2 priorities for next five years

- Convene Steering Committee (meeting #2)
- Launch and complete Task Forces

## Phase 4: Stakeholder Engagement

(November 2021-January 2022)

Revise UNM 2040 framework and gain feedback and perspectives from the UNM community

- Steering Committee (meeting #3)
- Draft Vision Plan
- Broad stakeholder engagement

## Phase 5: Financial and Business Plan

(November 2021-January 2022)

Shape implementation framework and process for Years 1-2

- Business Plan Framework
- Draft Implementation Framework
- Revised Vision Plan

## Phase 6: Final Vision Plan

(January-February 2022)

Finalize UNM 2040 and present to UNM community; launch implementation planning

- Broad stakeholder engagement
- Final Vision Plan
- Board of Regents Meeting
- Public Announcement

# PROJECT LEADERSHIP

The UNM 2040 process was guided by a small project team in collaboration with a larger steering committee. The steering committee, chaired by President Garnett S. Stokes, includes forward-thinking, generative thought leaders who are passionate about the future of UNM. With ample representation from the entire University, approximately half of the committee was identified through recommendations submitted by stakeholder groups who were asked to suggest participants for consideration. The other half of the committee was nominated by the project group.

The project group consists of Executive Vice President for Health Sciences and Chief Executive Officer of the UNM Health Systems Doug Ziedonis, Provost and Executive Vice President for Academic Affairs James Holloway, Senior Vice President for Finance and Administration Teresa Costantinidis, and UNM Foundation President and Chief Executive Officer Jeff Todd. The project group is supported by a consultant, The Napa Group, with experience facilitating planning in higher education.

The UNM 2040 task forces are reflective of the UNM community and include members from across the administration, faculty, staff, students and other key constituencies. They took the emerging plan framework to the next level of detail by identifying key activities that need to occur during the first five years for the University to successfully execute the plan's goals and effectively move toward its 2040 goals.

Led by a chair and a steering committee liaison, each of the six task forces was assigned one of the plan's proposed strategic goals and objectives. As the task forces conducted their discussions, they considered all of the UNM functions of education, research and discovery, generation of new knowledge and cultural creations, service, economic development, athletics, and patient care. After six weeks of intense efforts, the task forces made recommendations to the steering committee and project group, who then finalized the draft vision plan that was shared with the campus community for additional input and feedback.

# STAKEHOLDER ENGAGEMENT



## HARNESSING UNM'S DIVERSE VOICES AND PERSPECTIVES

Launched in May 2021, the UNM 2040: Opportunity Defined multi-year visioning project for The University of New Mexico began with a series of virtual activities to engage a wide range of stakeholders in conversations about the University's future. These activities consisted of focus groups, interviews and surveys: (1) 17 virtual focus groups with 317 participating faculty, staff, students and administrative and academic leadership conducted by The Involvement Practice, a Napa Group partner, and (2) 11 individual and small group interviews and surveys with internal and external influencers, invited by President Garnett S. Stokes and conducted by The Napa Group. Additionally, the steering committee, partnering with the president and project team, held its first meeting in June 2021, shortly before the early engagement activities completed. This meeting was informed by the consultants' situational analysis of trends in higher education, UNM peer institutions and New Mexico.

The initial focus groups responded to questions framed by the project team as critical issues for UNM's future; the questions were designed to be aspirational in nature and spark dialogue. Each audience was asked to comment on two-to-three selected topics framed by the project team. The individual and small group interviews probed more deeply on the "emerging themes" from these initial engagement sessions and the first steering committee meeting. Participants responded to a short poll of choices related to (1) importance to New Mexico and (2) importance to UNM's vision plan.

## The Power of People

Virtual launch on  
Friday, May 7, 2021

**14** Tribal Consultations

**20** Virtual Focus Groups

**90** New Crowdsourced Ideas

**1600+** Survey Participants



# STAKEHOLDER ENGAGEMENT



## OVERARCHING THEMES

There were ten overarching themes that consistently emerged from these engagement activities—the focus group comments as validated and amplified by the individual and small group conversations:

1. Demonstrating student success while meeting the challenges of enrollment and changing demographics
2. Offering multiple educational pathways
3. Bridging the “Lomas Divide” (physical/interdisciplinary)
4. Fostering research of public value
5. Improving and modeling culture and climate - campus ethos and DEI
6. Deepening relationships with legislators and public officials
7. Ensuring financial sustainability through a reimagined business model
8. Advancing New Mexico
9. Increasing visibility and connecting with our communities by more effectively “telling our story”
10. Guiding change through decisive and action-oriented leadership

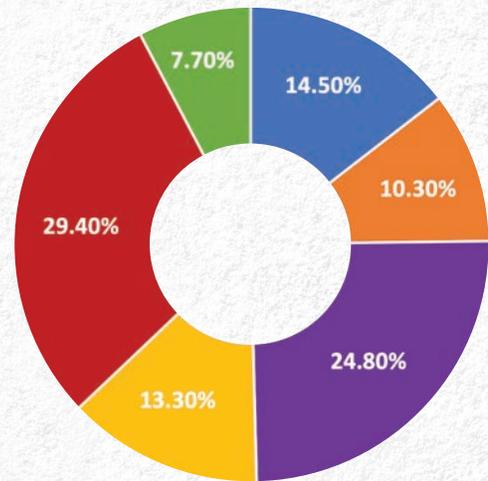
The engagement conversations support and validate the concept that stakeholders are passionate about UNM’s promise, seek institutional leadership to chart the path forward toward 2040, and are eager to participate in defining and making this difference for the University community, the nation and global society.

In December 2021, a survey was circulated soliciting feedback from students, faculty, staff, alumni, and donors about the draft vision framework, generating more than 1,600 responses, filled with rich feedback about the mission, vision, values and goals of the 2040 plan.

## A COMMUNITY OF INNOVATION

Utilizing an online innovation community, UNM students, faculty, and staff were invited to comment on goals, generate new ideas, and provide real-time, transparent, and interactive feedback to inform the process. The UNM idea management platform, IdeaScale, was launched in early January 2022, to engage the entire UNM community. More than 90 new ideas were generated with nearly 1,000 votes of endorsement and added comments. Although not all ideas and objectives will immediately become a part of UNM 2040, the UNM community’s engagement helped to guide and prioritize the direction of this work.

## CROWDSOURCED IDEAS (IDEASCALE)



- Goal: Advance New Mexico
- Goal: Inclusive Excellence
- Goal: One University
- Goal: Student Experience & Educational Innovation
- Goal: Sustainability
- Question: What’s the Big Idea?

# BACKGROUND

## AN INSTITUTION OF LEARNING

The University of New Mexico, since its founding in 1889 as an “Institution of Learning” through the passage of House Bill 186, has served the people of our state and the world as a center of knowledge and learning, educating the peoples of our New Mexico and serving our communities. The Bill of establishment designated our purpose as to “provide the inhabitants of ... [New Mexico] ... with the means of acquiring a thorough knowledge of the various branches of literature, science and arts.” Since that time, UNM has remained a keystone institution within our state, a resource in which the peoples of our New Mexico have invested for over 133 years to provide value and success for all. From a modest beginning on the mesa in Albuquerque, UNM grew and branched out in mission and geography, educating vast numbers of New Mexicans and other peoples, growing a critical research enterprise for the state, starting North Campus in 1954, and founding the UNM-Gallup campus in 1968 after a decade of extension courses there. Other branch campuses at Valencia, Los Alamos, and Taos followed, and with the founding of The University of New Mexico School of Medicine in 1964 it was natural for UNM to move into the role of the largest health care provider in the state, assuming full control of the hospital in 1968. The University of New Mexico Health Sciences Center, founded in 1994, further expanded our capacity for education and research in the bio-medical sciences. Composed of all these many and varied parts, UNM has become a full University System, comprising a complex mix of research, education, patient care, and service missions within an integrated whole, in service to the people of our state and the globe.

## A LOOK TO THE FUTURE

While respecting this foundation in the past and our complex present, we must look always to the future. The UNM System faces many changes over the coming decades, among them the free college movement, the trend to commodify and standardize the lower-division curriculum across all institutions, massive shifts in the demographics of our learners and in their expectations, alteration in the state’s approach to our mission, continuing realignment in the research budgets of funders, changes in society’s approach to patient care, perils and opportunities for public health, profound threats to our environment, and transformation in the technology of knowledge creation and learning, to name just a few. In the decade of the 2040s all research universities in the United States will be what UNM already is—a diverse community in which no one demographic of learner dominates the others—and the world we serve will be different. We must be ready for that world.

## UNM 2040: OPPORTUNITY DEFINED

By establishing now a vision for what UNM will be in 20 years, our UNM 2040 plan will allow us to make the needed choices today to ensure that we have positioned ourselves properly for the prospects of the future. The UNM 2040 vision provides this guiding star through a set of long-term goals that we can use to prioritize decisions and resources today, in order to achieve tomorrow. Each of our five goals in the UNM 2040 plan is accompanied by several objectives, each of which are meant to be achieved over the next several years so as to ensure that we make progress towards that star and realize the opportunities ahead of us.

We will establish champions for each of these goals, and task teams to develop the tactics and success measurements for each of these five objectives. We will report regularly on how UNM is progressing against these goals. We will use the vision, the values, and the goals of the UNM 2040: Opportunity Defined plan to ensure that the promise first laid down in 1889 continues to our 150th year, and beyond.

# LOOKING AHEAD AND NEXT STEPS

As the vision framework is synthesized into its final form, the project will move to the implementation phase, where champions and subject matter experts will become advocates for the activities of the assigned UNM 2040: Opportunity Defined goal for the next 24 months. Working with the president and project team, the implementation champions will coordinate efforts to ensure effective and meaningful execution of the plan, and its goals and objectives.

As short- and long-term targets are set, lines of accountability will be assigned for advancing specific tactics. UNM will continue to engage the University community through multiple venues, such as open forums, digital platforms, narrative and visual storytelling and the celebration of milestone achievements. A comprehensive digital dashboard will reflect the progress of UNM 2040.

The plan will be refreshed or reviewed annually as it and the University for New Mexico move toward its aspirations.



**UNM** 2040

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