

# STRATEGIC PLAN

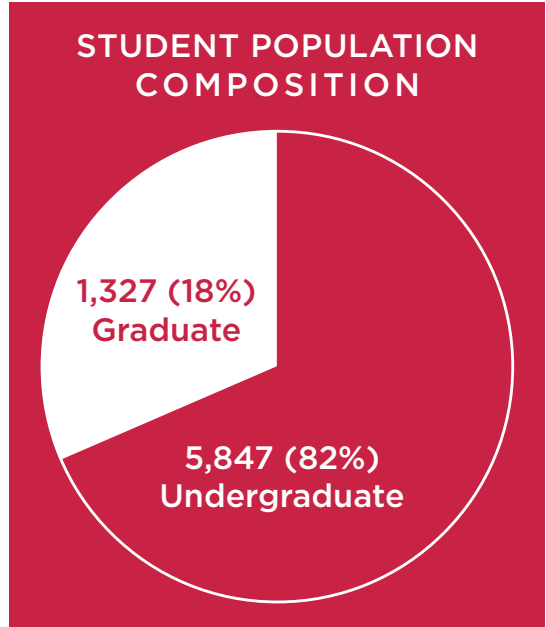
## 2024-2025

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# NUMBERS AT A GLANCE

<b>23</b> Departments <b>1</b> School <b>14</b> Centers & Institutes <b>8</b> Academic programs <b>4</b> Museums	<b>45</b> Undergraduate Majors <b>58</b> Undergraduate Minors <b>33</b> Master’s Programs <b>24</b> Doctoral Degree Programs <b>6</b> Undergraduate Certificates
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**FACULTY AWARDS**

<b>122</b>	patents held
<b>1,091</b>	publications AY 23-24
<b>21</b>	Distinguished Professors

69,941

Arts and Sciences alumni

\$81.3 million

**ENDOWMENT PROVIDES:**

<b>191</b>	scholarships
<b>117</b>	faculty, program, research, equipment, & library area supports

#1

for financial accessibility among R1 Institutions

#9

for financial accessibility among all U.S. Higher Ed Institutions

Source: New York Times 2023 College-Access Index

<b>440</b>	faculty
<b>370</b>	staff

\$16,082,035

FY 24 fundraising total

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\$59.3 million

FY 24 in new research awards

The UNM College of Arts & Sciences is the \_\_\_\_\_ of the University.

♥
#1 response in a recent College survey: the
HEART
♥

## INTRODUCTION FROM THE DEAN



The College of Arts & Sciences at The University of New Mexico includes a broad array of disciplines, interdisciplinary programs, centers, institutes, and museums. What unites us is our commitment to making positive contributions with our work, beginning in New Mexico and extending globally. I am delighted to introduce a strategic plan that reflects our shared values and purpose.

This plan is the culmination of an 11-month collaborative process. Our Strategic Planning Committee gathered insights from hundreds of faculty, staff, students, and alumni. It examined data, engaged in thoughtful planning as a group, and received feedback from stakeholders at multiple stages of the process. The Committee also carefully aligned our goals with UNM 2040: Opportunity Defined, which include: 1) Advance New Mexico, 2) Student Experience and Educational Innovation, 3) Inclusive Excellence, 4) Sustainability, and 5) One University. The resulting plan integrates our objectives with those of the University while embracing the College's unique identity and strengths.

We launch our strategic plan during a time of rapid and profound change. Climate change, the release of generative AI, and increased political divides, for example, connect current events with timeless questions. The College is uniquely equipped to respond to these questions with our expansive expertise and wide-ranging techniques for answering big questions that affect society.

Our strategic plan is anchored in core values that guide every aspect of our work, and they are interwoven throughout the plan. As the largest college in a university designated as a minority-serving institution that includes many diverse students, faculty, and staff, we are steadfast in our duty to foster inclusion for all members of our community. Other values threaded throughout the plan include student success, community engagement, and effective communication.

The 15 goals in our plan are organized into four themes that capture our community's commitments. Each goal includes "big steps," which may intersect with other goals but are not repeated. Our first theme, commitment to generating and sharing knowledge, lies at the core of our mission. We are dedicated to advancing critical research, scholarship, and creative practice and to sharing this work in classrooms, in academic venues, and with our communities. I am proud of our ongoing dedication to innovation and inclusion in all of these endeavors.

Our second theme, commitment to College well-being, articulates our pledge to each other. This theme reflects the sequelae of the 2020 COVID-19 pandemic, budget contractions, and other challenges that have affected our work and lives. With this strategic plan, we will assess and improve our work environment, foster a sense of community, and celebrate our collective achievements in order to create an equitable and welcoming community.

The third theme, commitment to liberal arts in the humanities and sciences, highlights the breadth of the College's departments and programs. We will strive to embrace the unique perspectives, methods, and practices that drive our mission to "advance human knowledge and inspire positive change." Additionally, we will support expanded interdisciplinary and community partnerships, which generate valuable insights and contribute to a stronger College and stronger communities.

Our final theme underscores our commitment to the effective development and deployment of resources. This theme addresses both financial resources and the invaluable contributions of our faculty and staff, which must be maintained and grown in order to deliver an outstanding education

to our graduates and continue to advance research and scholarship. Our strategic plan will guide resource allocation to ensure focus on our shared mission and goals as we move into the future.

We are forward-looking. This plan is designed to guide the College while allowing flexibility for each of our units to develop its own objectives informed by our College strategic plan. It also remains adaptable to emerging opportunities and challenges. Recognizing the value of communication, we will share our approach to implementation, including priorities, metrics, and progress, in the coming months and years.

We are fortunate that our College includes extraordinary people who are deeply dedicated to every aspect of our mission. Our world-class researchers and scholars, committed staff, and exceptional students all contribute to shaping a world that benefits everyone. Our strength lies in collaboration, and each of us has a role in moving this vision forward. I invite every member of the College community to take an active role in making our strategic plan a success.

I look forward to our shared future.

*Jennifer Malat*

Jennifer Malat, Ph.D.  
Dean, UNM College of Arts & Sciences

## VISION STATEMENT

The College of Arts & Sciences at The University of New Mexico will be recognized as a leading center of interdisciplinary learning, innovative research, and community engagement that prepares students to thrive in a complex world.

## MISSION STATEMENT

At the College of Arts & Sciences at The University of New Mexico, we cultivate intellectual curiosity and critical thinking, fostering a commitment to lifelong learning and growth. Our faculty and staff empower students to explore diverse perspectives, address complex challenges, and be engaged citizens. Through innovative scholarship, paradigm-shifting creative activity, and impactful teaching, we advance human knowledge and inspire positive change.

# OVERARCHING VALUES

The College of Arts & Sciences' strategic plan is anchored by four core values that collectively shape its vision and guide its actions: Inclusivity and Belonging, Community Engagement, Student Success, and Effective Communication. These interconnected values form the foundation of a comprehensive approach to education and institutional development. By integrating these values throughout its initiatives, the College of Arts & Sciences creates a dynamic and responsive framework that prepares students for future challenges while contributing meaningfully to society.

## INCLUSIVITY AND BELONGING

The College of Arts & Sciences is dedicated to ensuring representation across all dimensions of human difference, with a steadfast commitment to inclusivity and visibility for all. Inherent to this dedication is a recognition of the intersectional nature of our existence and experiences. Inclusivity and Belonging are integral, not peripheral, to our mission. Our goal is for everyone to thrive, feeling equitably treated and fully integrated into our community. Inclusivity and Belonging are proactive strategies that enhance the environment for our students, faculty, and staff. Our commitment to Inclusivity and Belonging permeates every aspect of this strategic plan, reinforcing and aligning with UNM 2040: Opportunity Defined. An authentic commitment to Inclusivity and Belonging fosters a more inclusive, equitable, and successful university community.

## STUDENT SUCCESS

The College will support students in their degree programs and in their life goals to ensure student success. Our reach is broad because we are the College that reaches almost every first-year UNM student regardless of major. We will inspire their learning by providing innovative, intellectually exciting, supportive, and relevant educational environments. The College commits to continually evaluating how we can best serve students as their interests and needs change, while attending to the important issues affecting the world from New Mexico to international arenas.

## COMMUNITY ENGAGEMENT

### ROOTED IN NEW MEXICO, WITH A GLOBAL REACH

Community-engaged research and teaching are strong components of our commitment to serve and elevate our local, state, and global communities in diverse and multiple ways. The University of New Mexico has earned the Carnegie Community Engagement Designation, and the College is proud to contribute to this designation through community-engaged teaching, community-based research, and translating our research and scholarship to benefit New Mexico. The College commitment to community engagement is consistent with UNM 2040 Goal One: Advance New Mexico, including a focus on economic development, social justice, health equity, and contributing to the cultures, well-being and vibrancy of the state. Additionally, through community engagement, the faculty, staff, and students of the College gain valuable experience and develop skills and attributes needed to become responsible, engaged citizens. Our students and the communities of New Mexico will experience reciprocal learning, collaboration, and applied benefits.

## EFFECTIVE COMMUNICATION

Clear and effective communication is critical to ensure the timely flow of information to members of our community. Effective communication enhances collaborative, interdisciplinary teaching and research and ensures that all of the College's units are striving towards our shared strategic objectives. Clear communication helps our units articulate their priorities and needs as well as share best practices while providing transparency in decision-making and coordinating student support. With good communication, we share our successes and commitments to New Mexico with the University and communities outside the University.

# THEME AREA 1

## COMMITMENT TO GENERATING AND SHARING KNOWLEDGE

*Generating and sharing knowledge is a cornerstone of the College's academic mission. It drives innovation and prepares students for future challenges. Prioritizing research, interdisciplinary collaboration, and effective teaching builds stronger communities. This theme aligns strongly with UNM 2040 Goals One, Two, Three, and Four.*

## GOAL 1

### ENHANCE ACADEMIC EXCELLENCE THROUGH HIGH-IMPACT TEACHING AND LEARNING

#### BIG STEPS

- Emphasize excellent teaching in evaluations and the Retention, Promotion, and Tenure (RPT) review process
- Increase high-impact, evidence-based teaching practices across the curriculum
- Increase experiential and community-engaged learning opportunities (e.g. internships, research, field study, field schools, study abroad, conversation groups, community outreach and engagement)
- Prioritize pedagogy that develops critical thinking skills, particularly in General Education courses
- Adopt curricula and innovative teaching practices to support students from different backgrounds and life experiences and that address issues facing us locally, nationally and internationally
- Prepare students for career readiness, professional adaptation and success, including contributing to University initiatives to expand the healthcare workforce
- Increase support for graduate students involved with teaching
- Support interdisciplinary and team teaching, especially to address emergent issues such as climate change, cultural and social change, and new technologies

#### RESOURCES NEEDED

- Faculty time to engage in pedagogy, development activities and change implementation
- Access to relevant data
- Funding to support professional development activities
- Funding to celebrate innovative, high-impact teaching

## CHAMPION

- Associate Dean for Student Success

## ESSENTIAL PARTNERS

- Associate Deans
- Chairs and Directors
- Instructors
- College advisors
- Interdisciplinary Centers, Museums, and Institutes
- Center for Teaching and Learning
- Center for Academic Program Support (CAPS)
- Other schools and colleges
- Alumni Affairs

## EXAMPLE SUCCESS INDICATORS

- Percentage of courses incorporating active learning strategies
- Number of faculty completing professional development in evidence-based teaching methods
- Alumni satisfaction with career preparation

## GOAL 2

### EXPAND ACCESS TO EXPERIENTIAL LEARNING OPPORTUNITIES

#### BIG STEPS

- Develop new internship programs and expand existing ones to provide students with more applied learning opportunities
- Advance experiential learning opportunities across teaching areas through peer/student teaching, creative studios, writing workshops, and intercultural exchange
- Expand awareness and equitable access to research opportunities for students and encourage their early involvement in research
- Promote study abroad, international exchange, and study-away programs. Create a College-wide experiential learning committee

#### RESOURCES NEEDED

- Partnerships between researchers across the College and the University, community organizations, and business/government entities
- Scholarships, awards, and other funding mechanisms to support students engaged in experiential learning

- Funding lines for staff and/or teaching assistants to help coordinate experiential learning programs
- Faculty training in experiential learning approaches

## CHAMPION

- Associate Dean for Student Success

## ESSENTIAL PARTNERS

- Departments within the College
- Interdisciplinary centers, museums, and institutes
- Office of Community Engagement
- Global Education Office
- Businesses, government, and other community organizations
- Center for Teaching and Learning
- Career Services
- Alumni Relations

## EXAMPLE SUCCESS INDICATORS

- Increased participation rates of freshmen and sophomores in research
- Increased employment rates within six months of graduation
- Higher student satisfaction ratings across diverse populations

## GOAL 3

### ADVANCE RESEARCH EXCELLENCE AND IMPACT

#### BIG STEPS

- Sustain and enhance Research 1 University research productivity and impact
- Promote interdisciplinary research collaboration among academic units, centers, institutes and museums
- Cultivate research excellence and amplify recognition
- Foster research training and mentorship for undergraduates, graduates, and early career faculty
- Align research priorities with societal needs and emerging issues such as climate, technological, and social change
- Promote research partnerships across New Mexico to include communities, Pueblos and tribes, state and federal entities, Hispanic-serving organizations, and national labs
- Embrace varied methodologies, including Indigenous and experiential knowledge

## RESOURCES NEEDED

- Faculty and staff time
- Funding to support professional faculty development activities in units where it is not available
- Resources to celebrate innovative, high-impact research

## CHAMPION

- Associate Dean for Research

## ESSENTIAL PARTNERS

- Associate Deans
- Chairs and Directors
- Research-involved faculty
- ADVANCE
- Office of the Vice President for Research
- Grand Challenges, centers, and institute

## EXAMPLE SUCCESS INDICATORS

- Annual research expenditures
- Number of undergraduates involved in research projects
- Number of research collaborations with state and global stakeholders/entities

# GOAL 4

## STRENGTHEN KNOWLEDGE DISSEMINATION

### BIG STEPS

- Promote public dissemination of knowledge discovery and translation of impacts
- Invest in research communication infrastructure and resources (e.g. digital platforms, social media presence, writers-in-residence)
- Develop partnerships and collaborations for knowledge sharing with New Mexico and global communities
- Develop and communicate innovative learning and engagement opportunities across the College
- Invest in community-engaged teaching
- Promote a culture of open communication in the College

## RESOURCES NEEDED

- Funding, staff, and support for enhanced communication, including external and internal communication

- Resources for diverse knowledge-sharing ideas
- Awards for innovative or impactful knowledge-sharing practices

## CHAMPION

- Dean

## ESSENTIAL PARTNERS

- Associate Deans
- Chairs and Directors
- Interdisciplinary Centers, Museums, and Institutes
- College and UNM Communication and Marketing
- ADVANCE
- Community partners (e.g. the New Mexico Humanities Council, national labs, etc.)

## EXAMPLE SUCCESS INDICATORS

- Number of research stories published/distributed
- Number of public lectures/presentations given
- Social media engagement with student activities



# THEME AREA 2

## COMMITMENT TO COLLEGE WELL-BEING

*The College understands that our greatest resources are the people in our communities. We are committed to prioritizing the well-being of members of our communities to create a supportive environment that enhances academic performance and promotes a positive lifestyle. A focus on well-being can help students, faculty, and staff manage stress and maintain a healthy work-life balance. This theme aligns most strongly with UNM 2040 Goals Three, Four, and Five.*

### GOAL 1

#### CULTIVATE WELL-BEING AMONG COMMUNITY MEMBERS ACROSS THE COLLEGE

##### BIG STEPS

- Create a comprehensive and accessible directory of resources available for the intellectual, mental, emotional, and physical health of our College community
- Conduct regular assessments to identify and implement programs to support the needs of underserved students and populations within the College
- Launch new well-being-centered initiatives and integrate well-being-related topics into the College curriculum where appropriate
- Improve College climate and engagement equity, especially for underrepresented groups

##### RESOURCES NEEDED

- Funding for well-being-related initiatives
- Ad-hoc College committee to oversee creation of the directory
- Faculty and staff time to assess climate and equity issues for underrepresented groups

##### CHAMPION

- Dean

##### ESSENTIAL PARTNERS

- Associate Deans
- Chairs and Directors
- Division of Equity and Inclusion
- Division of Student Affairs, including student services, dining services, recreational services
- Lobo Gardens
- ADVANCE
- UNM Human Resources
- UNM Children's Campus

### EXAMPLE SUCCESS INDICATORS

- Effectiveness of support efforts for College members
- Student retention rates

### GOAL 2

#### PRIORITIZE WORK-LIFE BALANCE FOR FACULTY, STAFF, AND STUDENT EMPLOYEES

##### BIG STEPS

- Streamline administrative tasks to support work-life balance for faculty, staff, and student employees
- Assess and implement, where possible, flexible work policies
- Establish clear workload expectations, including regular intervals for auditing and adjustments
- Evaluate and implement project management software and other tools to help supervisors monitor workload distributions
- Increase professional development opportunities for individuals in supervisory roles to support the diverse needs of their supervisees

##### RESOURCES NEEDED

- Financial support for new initiatives and software tools
- Financial support for professional development
- Data related to workload and administrative tasks at the Department level
- Faculty, student, and staff time to provide input on key areas for improved workflow

##### CHAMPION

- Dean

##### ESSENTIAL PARTNERS

- Associate Deans
- Chairs and Directors
- College and University human resource professionals
- Information Technology Department
- ADVANCE
- UNM Human Resources
- Center for Teaching and Learning

### EXAMPLE SUCCESS INDICATORS

- Faculty and staff satisfaction with administrative systems

- Number of leadership development programs offered
- Higher faculty, staff, and student retention rates

## GOAL 3

### STRENGTHEN THE COLLEGE'S SENSE OF COMMUNITY AND BELONGING

#### BIG STEPS

- Promote research and teaching collaborations with community partners
- Revise RPT guidelines to value the contributions of community-engaged research, scholarship, teaching, and service
- Plan and promote social gatherings across academic disciplines that include faculty, staff, and students to foster a greater sense of community and belonging
- Implement a "community-engaged research" mentoring program to pair experienced faculty and staff with less experienced members of the College to provide advice and support
- Identify alternative methods for internal communication to keep the College community informed and to better communicate our successes
- Foster an inclusive environment through initiatives that celebrate diversity and encourage participation from all College community members, including faculty, staff, and students

#### RESOURCES NEEDED

- Resources to support a leader to organize community-engagement activities
- Financial and administrative support for events
- New methods of communication
- Training and resources for mentorship related to community engagement

#### CHAMPION

- Dean

#### ESSENTIAL PARTNERS

- Associate Deans
- Chairs and Directors
- College Marketing & Communications
- Faculty Senate
- UNM Division for Equity and Inclusion
- Student and Alumni Affairs

#### EXAMPLE SUCCESS INDICATORS

- Increased participation of College members in community events
- Greater alumni engagement

## THEME AREA 3

### COMMITMENT TO LIBERAL ARTS IN HUMANITIES AND SCIENCES

*The College is deeply committed to fostering a robust and dynamic liberal arts education that integrates the humanities, social sciences, and natural sciences. Our mission is to equip students with skills and insights essential for success in a complex world.*

## GOAL 1

### PROMOTE LIBERAL ARTS AND GENERAL EDUCATION

#### BIG STEPS

- Launch a campaign to promote the benefits of the liberal arts and general education
- Make visible the diverse and impactful career paths for students with liberal arts degrees
- Secure funding to support student scholarships and resources for developing informed New Mexico and global citizens
- Enhance resources and support for faculty and staff to sustain and grow liberal arts and general education programs
- Establish inclusivity and belonging as inherent to a College of Arts & Sciences education

#### RESOURCES NEEDED

- Communications personnel and financial resources for promotional campaigns
- Faculty and staff time for course development, curriculum integration, and student mentoring
- Funding to hire and retain faculty to ensure quality in course offerings

#### CHAMPION

- Dean

#### ESSENTIAL PARTNERS

- Office of the Provost
- Interdisciplinary Centers, Museums, and Institutes
- Career Services
- Center for Academic Program Support (CAPS)
- Development officers and grant writing support for securing funding
- University Libraries
- Honors College



- Local businesses and industries in New Mexico
- Alumni networks
- New Mexico cultural institutions

## EXAMPLE SUCCESS INDICATORS

- Media coverage of liberal arts programs
- Number of alumni success stories
- Student satisfaction scores on belonging and inclusion metrics

## GOAL 2

### ENHANCE AND RECOGNIZE INTERDISCIPLINARY COLLABORATION

#### BIG STEPS

- Develop and recognize interdisciplinary courses that integrate humanities, social sciences, and natural sciences
- Organize new and support existing workshops, collaborations, and seminars featuring interdisciplinary perspectives
- Form new and support existing working groups focused on developing collaborative projects and courses
- Establish and strengthen research centers and programs focused on interdisciplinary studies
- Encourage and promote experiential learning opportunities and student clubs and organizations in interdisciplinary work

#### RESOURCES NEEDED

- Faculty and staff time to build interdisciplinary teams
- Funding to support interdisciplinary education and research
- Interdisciplinary meeting space with shared resources and technology

#### CHAMPION

- Associate Deans

#### ESSENTIAL PARTNERS

- Chairs and Directors
- Existing faculty working groups
- Interdisciplinary Centers, Museums, and Institutes
- Office of the Vice President for Research
- Center for Teaching and Learning
- Other schools and colleges
- University Libraries

## EXAMPLE SUCCESS INDICATORS

- Higher enrollment rates for interdisciplinary courses
- Number of active interdisciplinary research projects involving students
- Number of partnerships between departments/programs

## GOAL 3

### EMPHASIZE THE VALUE OF THE HUMANITIES, SOCIAL SCIENCES, AND NATURAL SCIENCES

#### BIG STEPS

- Recognize, highlight and publicize the achievements and contributions of each discipline
- Provide funding and resources for research initiatives and projects, including with New Mexico cultural institutions
- Organize events and activities that promote mutual respect and appreciation among faculty and students from all disciplines, such as lectures, seminars, and networking events
- Highlight diverse career opportunities in New Mexico and beyond
- Strengthen the connection between academic advising and departmental programs to ensure relevant and cohesive support for student success

#### RESOURCES NEEDED

- Enhanced public relations to increase visibility of the work of individual fields
- Increased research and curricular support across fields
- Financial support for events and activities across all fields
- Faculty and advising staff time to collaborate
- Professional development opportunities to support dynamic and innovative career advising and services

#### CHAMPION

- Associate Deans

#### ESSENTIAL PARTNERS

- College of Arts & Sciences Advising
- Office of the Provost
- Center for Teaching and Learning
- University Libraries
- Student organizations
- Alumni networks

- Career Services
- Industry and community partners

## EXAMPLE SUCCESS INDICATORS

- Number of successful collaborations with New Mexico cultural institutions
- Attendance rates at keynote lectures and seminars
- Percentage of faculty participating in cross-unit activities

## GOAL 4

### PROMOTE COMMUNITY ENGAGEMENT

#### BIG STEPS

- Form partnerships with institutions and organizations outside UNM to create reciprocity in learning experiences and community projects
- Develop and support existing outreach programs that showcase College contributions to the broader New Mexico community
- Initiate and reaffirm projects that actively involve the New Mexico communities, allowing community members to collaborate with faculty, students, and staff
- Co-host and collaborate on public lectures, workshops, and exhibitions that engage the community and promote the contributions of the humanities, social sciences, and natural sciences
- Integrate service and experiential learning into the curriculum, encouraging students to apply their academic knowledge to real-world challenges in the New Mexico communities and elsewhere
- Improve mutually beneficial engagement with New Mexico schools
- Update departmental Promotion and Tenure standards, where needed, to include community-engaged teaching, research and scholarship

#### RESOURCES NEEDED

- Resources to support a leader to organize community engagement activities
- Stronger partnerships and dedicated lines of support with the UNM Office of Community Engagement
- Faculty/staff time to coordinate and incentivize connections with cultural institutions, government agencies, scientific organizations, community organizations, and schools throughout New Mexico
- Financial and administrative support for community engagement events
- Training and resources for mentorship related to community engagement

#### CHAMPION

- Dean

## ESSENTIAL PARTNERS

- Associate Deans
- Interdisciplinary Centers, Museums, and Institutes
- UNM Office of Community Engagement
- Student organizations
- Academic Affairs
- Local cultural institutions
- Non-profit organizations
- New Mexico businesses
- Government agencies
- New Mexico schools

## EXAMPLE SUCCESS INDICATORS

- Increase in number of units with Promotion and Tenure standards that address community-engaged scholarship
- Increased number of active community-involved projects



# THEME AREA 4

## COMMITMENT TO EFFECTIVE DEVELOPMENT AND DEPLOYMENT OF RESOURCES

*The effective development and deployment of resources is crucial for the success and sustainability of the College. By carefully managing our resources, we can enhance the quality of education, support research initiatives and provide student scholarships and professional growth for faculty and staff. This theme aligns most strongly with UNM 2040 Goal Three.*

### GOAL 1

#### DELIVER EXCELLENT VALUE

##### BIG STEPS

- Identify, prioritize, and allocate resources to efforts that will increase administrative efficiency at both College and unit levels
- Promote and reward cost savings and resource sharing across departments and programs
- Assess implementation of Open Educational Resources (OER), especially in General Education
- Assess and improve pathways for timely degree completion, with attention to closing achievement gaps
- Improve tracking of student outcomes post-graduation and integrate into outcomes assessment activities
- Develop platforms and mechanisms to regularly communicate value propositions to New Mexico stakeholders

##### RESOURCES NEEDED

- Faculty and staff time
- Access to data
- Communication resources

##### CHAMPION

- Dean

##### ESSENTIAL PARTNERS

- Associate Deans
- Chairs and Directors
- College Advising
- College and UNM Communications
- Academic Affairs
- Office of Institutional Analytics

### EXAMPLE SUCCESS INDICATORS

- Reduction in operational costs through efficiency
- Reduction in average time to degree for students

### GOAL 2

#### RESPONSIBLE RESOURCE STEWARDSHIP

##### BIG STEPS

- Implement transparent and data-driven budgeting processes
- Maintain investments in critical facilities
- Promote sustainable energy practices and reduction of waste
- Strive for equity and fairness of allocation decisions
- Communicate budget realities and constraints
- Leverage the potential of gift funds
- Recognize and reward innovation in resource stewardship

##### RESOURCES NEEDED

- Financial support
- Facility funds
- Time
- Access to data

##### CHAMPION

- Dean

##### ESSENTIAL PARTNERS

- Associate Deans
- Dean's Office staff
- Chairs and Directors
- Interdisciplinary Centers, Museums, and Institutes
- UNM Facilities Management
- Academic Affairs
- Information Technologies
- Lab/Center Directors

### EXAMPLE SUCCESS INDICATORS

- Greater number of units using paperless workflow
- Sharing of College budget processes

## GOAL 3

### STRENGTHEN HUMAN CAPITAL AND TALENT DEVELOPMENT

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#### BIG STEPS

- Create competitive compensation packages to attract and retain faculty and staff
- Emphasize and implement best practices in mentoring faculty and staff
- Invest in professional development opportunities (e.g. workshops and training initiatives, expanded tuition remission) to enhance the skills, expertise, and lifelong learning of faculty and staff
- Promote access to learning and responsible use of new tools and technologies (e.g. artificial intelligence, virtual learning platforms, productivity tools) for students, faculty, and staff
- Enhance accessibility and transparency in resource allocation and leadership pipeline opportunities, especially for underrepresented groups
- Develop pathways for diverse leadership to ensure that the principles of equity and inclusion are upheld at all institutional levels
- Expand College awards for faculty and staff
- Collaborate to promote clear career progression pathways for various College community members
- Increase availability and awareness of career counseling services
- Integrate career-level planning into regular academic advising sessions for students

#### RESOURCES NEEDED

- Financial support for compensation packages
- Financial support for professional development activities
- Time for faculty/staff to participate in professional development activities
- Financial support for faculty/staff awards
- Funding for platform subscriptions and expanded benefits

#### CHAMPION

- Dean

#### ESSENTIAL PARTNERS

- Associate Deans
- Chairs and Directors
- College of Arts & Sciences IT Department
- Office of Academic Personnel
- Faculty union
- Human Resources office
- Engagement and Organizational Development (EOD) and Learning Central
- UNM Continuing Education

## EXAMPLE SUCCESS INDICATORS

- Increased faculty and staff retention and promotion rates
  - Salaries closer to national benchmarks
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## GOAL 4

### INCREASE EXTERNAL FUNDING

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#### BIG STEPS

- Create a robust College development strategy
- Launch programs that improve faculty and students' success with grant and fellowship awards
- Expand state and federal support for College priorities
- Develop a database of unit needs and initiatives

#### RESOURCES NEEDED

- Dean, unit, and UNM Foundation time
- Access to data
- Pre-award grant, contract, and fellowship support

#### CHAMPION

- Dean

#### ESSENTIAL PARTNERS

- Associate Deans
- Interdisciplinary Centers, Museums, and Institutes
- Office of the Vice President for Research
- Academic Affairs
- UNM Foundation
- UNM Alumni Association

## EXAMPLE SUCCESS INDICATORS

- Increase in external grants/contracts
- Expanded donor pipeline



The College of Arts & Sciences is grateful to the Strategic Planning Committee for their commitment to a thoughtful process. We thank them for their service.

Peter Fawcett, Earth and Planetary Sciences (Co-chair)

Tiffany Lee, Native American Studies (Co-chair)

Bob Berrens, Economics

Diego Gallegos, Languages, Cultures, and Literatures

Holly Guise, History

Jeremy Hogeveen, Psychology

Marcy Litvak, Biology

Mark Morgan-Tracy, Physics and Astronomy

Anna Nogar, Spanish and Portuguese

Mike Rocca, Political Science

Barbara Rodriguez, Speech and Hearing Sciences (ex-officio)

Chris Sylvan, Geography and Environmental Studies

Belinda Wallace, English