

20-Year Strategic Directions, 2000-2020

Vision: Our vision is to identify and solve the most important questions of human health in our communities through education, scholarship and service with commitment to the HSC core values.

Mission: Our mission is to provide added value to health care through leadership in education, health care, research and partnering.

Education: Provide innovative, collaborative education

Research: Advance frontiers of science through research critical to the future of health care

Health Care: Deliver health care services that are at the forefront of science

Partnerships: Facilitate partnerships with public and private biomedical and health enterprises

Core Values: Our core values emphasize a culture of shared expectations regarding:

- Integrity, accountability and decisiveness in commitment to excellence;
- Compassion and respect in our interaction with students, patients and colleagues;
- Diversity in people and thinking;
- Effective utilization of our resources; and
- Advancement of our institutional mission while supporting professional and personal growth.

PROGRAMMATIC GOALS

Areas of Emphasis: Identify areas of emphasis aimed at meeting our vision to solve problems in human health in New Mexico

Education: Provide New Mexicans with innovative, collaborative degree-oriented educational programs and models within and across the College of Nursing, College of Pharmacy and School of Medicine

Research: Advance the foundation of knowledge in pharmacy, nursing and medicine, including translational research that emphasizes bench-to-bedside applications for the health care industry and that advances the health of New Mexicans

Clinical Care: Provide accessible, highest quality, patient-focused and efficient inpatient, ambulatory and community-level health care by creating and replicating service delivery models for clinical care that focus on the best outcomes for users

ADMINISTRATIVE GOALS

Administration: Provide efficient, leading edge, effective management systems to advance and support education, research and clinical care

Partnerships: Promote partnerships with public and private organizations as a way to extend our value to the State of New Mexico and its citizens

Marketing/Communications: Enhance our marketing programs to ensure that all stakeholders recognize and can articulate the value this organization provides to the State of New Mexico

Development: Provide the opportunity for our friends to participate financially in the transformation of our campus

Knowledge Management and Information Technology: Provide library and knowledge generating resources and services that rival those of nationally recognized peer academic health care centers while employing IT technologies that are cost-effective, leading edge, integrated, and universally accessible

Institutional Accountability: Continually define and meet or exceed customer, financial and stakeholder expectations and benchmarks for our service and mission areas

Staff and Faculty Development: Aim to create an environment of professional growth where all staff, faculty, clinicians and investigators are successful and accountable to improved outcomes for our patients, students and partners

FACILITIES GOAL

Provide efficient, leading-edge, effective capital equipment infrastructure and facilities to advance and support education, research and clinical care

PROGRAMMATIC GOALS	3-5 Year Strategic Plans (2005-2010)	Annual Operating Goals (FY'05)
<p>Areas of Emphasis: Identify areas of emphasis aimed at meeting our vision to solve problems in human health in New Mexico</p>	<p>These areas of emphasis are expected to bridge organizational units and relate to the goal areas of education, research, clinical care and partnerships. These signature programs will bring national stature, funding and status to UNM-HSC in ways that will benefit the entire organization.</p>	<ul style="list-style-type: none"> • Raise the visibility of the neurosciences programs • Enhance biodefense and homeland defense initiatives into signature programs • Strengthen our position to achieve comprehensive cancer designation by NCI • Implement cyclotron-based nuclear pharmacy program
<p>Education: Provide New Mexicans with innovative, collaborative degree-oriented educational programs and models within and across the College of Nursing, College of Pharmacy and School of Medicine</p>	<ul style="list-style-type: none"> • SOM Strategic Plan • College of Pharmacy Strategic Plan • College of Nursing Strategic Plan 	<ul style="list-style-type: none"> • Advance IT and patient simulation programs state-wide • Advance plans with UNM College of Arts and Sciences for the BS/MD degree program to help address physician shortages in rural New Mexico
<p>Research: Advance the foundation of knowledge in pharmacy, nursing and medicine, including translational research that emphasizes bench-to-bedside applications for the health care industry and that advances the health of New Mexicans</p>	<p>Strategic plan to be developed in FY'05</p>	
<p>Clinical Care: Provide accessible, highest quality, patient-focused and efficient inpatient, ambulatory and community-level health care by creating and replicating service delivery models for clinical care that focus on the best outcomes for users</p>	<ul style="list-style-type: none"> • Clinical Enterprise Strategic Plan (LarsonAllen)—in process 	<ul style="list-style-type: none"> • Update and advance the 5-year clinical practice strategy (<i>Administrative master plan per RPE list</i>)

ADMINISTRATIVE GOALS	3-5 Year Strategic Plans (2005-2010)	Annual Operating Goals (FY'05)
<p>Administration: Provide efficient, leading edge, effective management systems to advance and support education, research and clinical care</p>	<ul style="list-style-type: none"> • Project LINK: UNM's 5-7 year project to replace its current legacy administrative systems (Finance, Student, Financial Aid, HR/Payroll, Alumni/Development) with new integrated, web-based systems • InfoEd: web-based proposal and project tracking system for researchers and administrators 	
<p>Partnerships: Promote partnerships with public and private organizations as a way to extend our value to the State of New Mexico and its citizens</p>	<p>Economic Development:</p>	<ul style="list-style-type: none"> • Strengthen HSC commercialization and economic development culture
<p>Marketing/Communications: Enhance our marketing programs to ensure that all stakeholders recognize and can articulate the value this organization provides to the State of New Mexico</p>		<ul style="list-style-type: none"> • Extend the "HSC Experience" to communities throughout the state • Increase awareness about HSC programs through communications and marketing
<p>Development: Provide the opportunity for our friends to participate financially in the transformation of our campus</p>	<ul style="list-style-type: none"> • Development Plan, 5-Year 	<ul style="list-style-type: none"> • Launch \$75 million, 5-year development initiative
<p>Knowledge Management and Information Technology: Provide library and knowledge generating resources and services that rival those of nationally recognized peer academic health care centers while employing IT technologies that are cost-effective, leading edge, integrated, and universally accessible</p>	<p>HSLIC Strategic Plan</p> <p>Information Technology (IT) Strategic Plan</p>	<p>(See IT goal under "Education" in "Programmatic Master Plan")</p>
<p>Institutional Accountability: Continually define and meet or exceed customer, financial and stakeholder expectations and benchmarks for our service and mission areas</p>	<ul style="list-style-type: none"> • HSC infrastructure strategic plans (F&A, Legal) • Compliance Program (HIPAA initiative) 	<ul style="list-style-type: none"> • Enhance and refine administrative structure for fiscal management of HSC and clinical operations • Conduct long-term financial planning related to programmatic and facilities goals
<p>Staff and Faculty Development: Aim to create an environment of professional growth where all staff, faculty, clinicians and investigators are successful and accountable to improved outcomes for our patients, students and partners</p>		<ul style="list-style-type: none"> • Improve the "HSC experience" for students, faculty, staff and community

FACILITIES GOAL	3-5 Year Strategic Plan (2005-2010)	Annual Operating Goals (FY'05)
Provide efficient, leading-edge, effective capital equipment infrastructure and facilities to advance and support education, research and clinical care	<ul style="list-style-type: none"> • Ensure consistency/compatibility with UNM master plan • Reflect-respond to goals of programmatic and administrative strategic directions • Create a sense of place/HSC experience in buildings, physical campus environment, access and entry • Design for flexibility and change 	<ul style="list-style-type: none"> • Complete the expansion of Pete and Nancy Domenici Hall • Construct HSC West entrance and Spanish Glorieta • Begin construction of UNMH west wing • Begin construction of Health Education Building Phase 1 and Health Research Institute • Plan HSC Sculpture Garden of Healing, Hall of Achievement and Gallery of Caring • Seek support for HSC intermodal transportation project • Continue planning for CRTC building Phase 2