THE UNIVERSITY OF NEW MEXICO®

PLANNING FOR THE FUTURE

OFFICE OF THE PRESIDENT

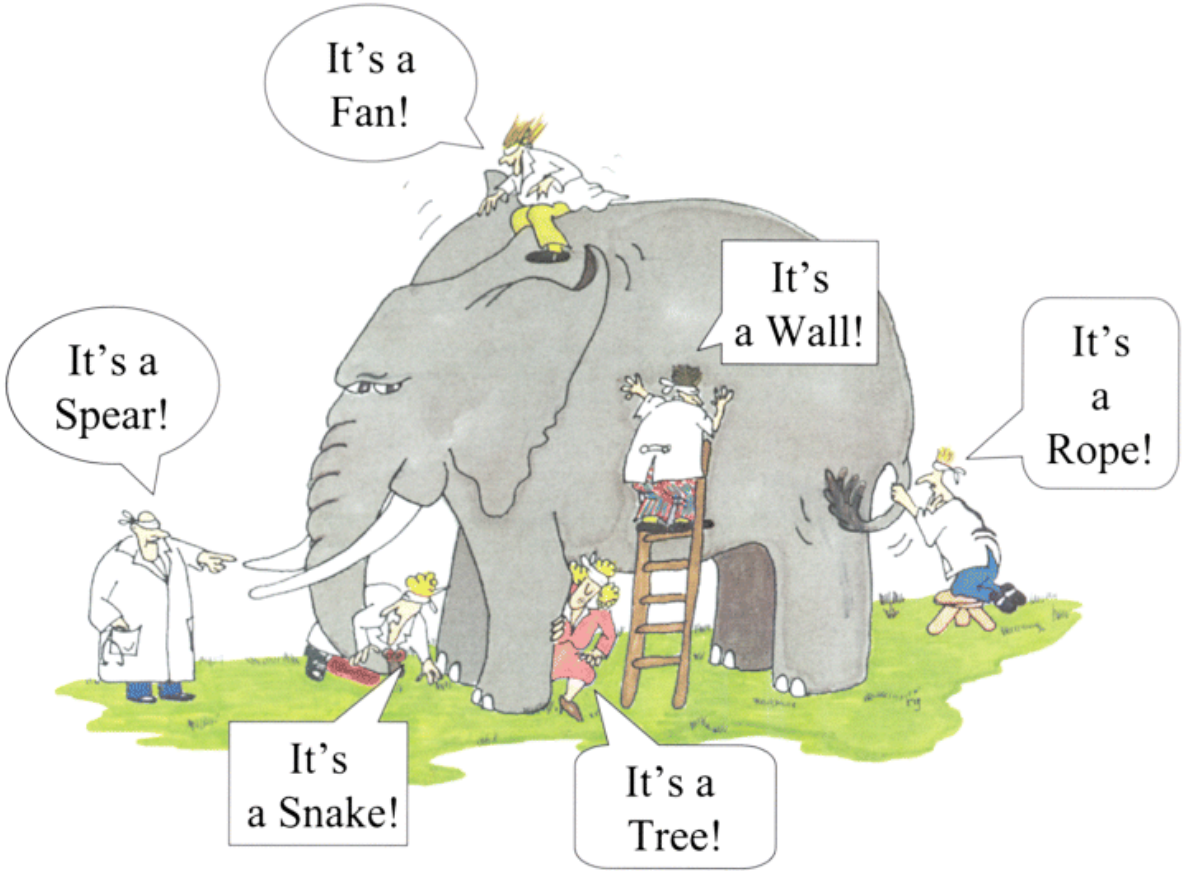
With Apologies

"I need someone well versed in the art of torture—do you know PowerPoint?"

There are four models for institutions of higher education:

the high end, the low end, the middle, and the unique.

Start with “why?”



Why do we need to Re-engineer?

Higher Education Institutions within all four segments (especially public universities) are having to do it because (From a GaTech & EAB reports):

Challenges

1. Demographic trends and shifts (decline of traditional students)
2. Socioeconomic forces (hollowing of middle class, public disinvestment in higher education, cross-sector competition, ROI mindset)
3. The changing nature of students and their learning needs

Opportunities

1. Advances in the science of learning and teaching

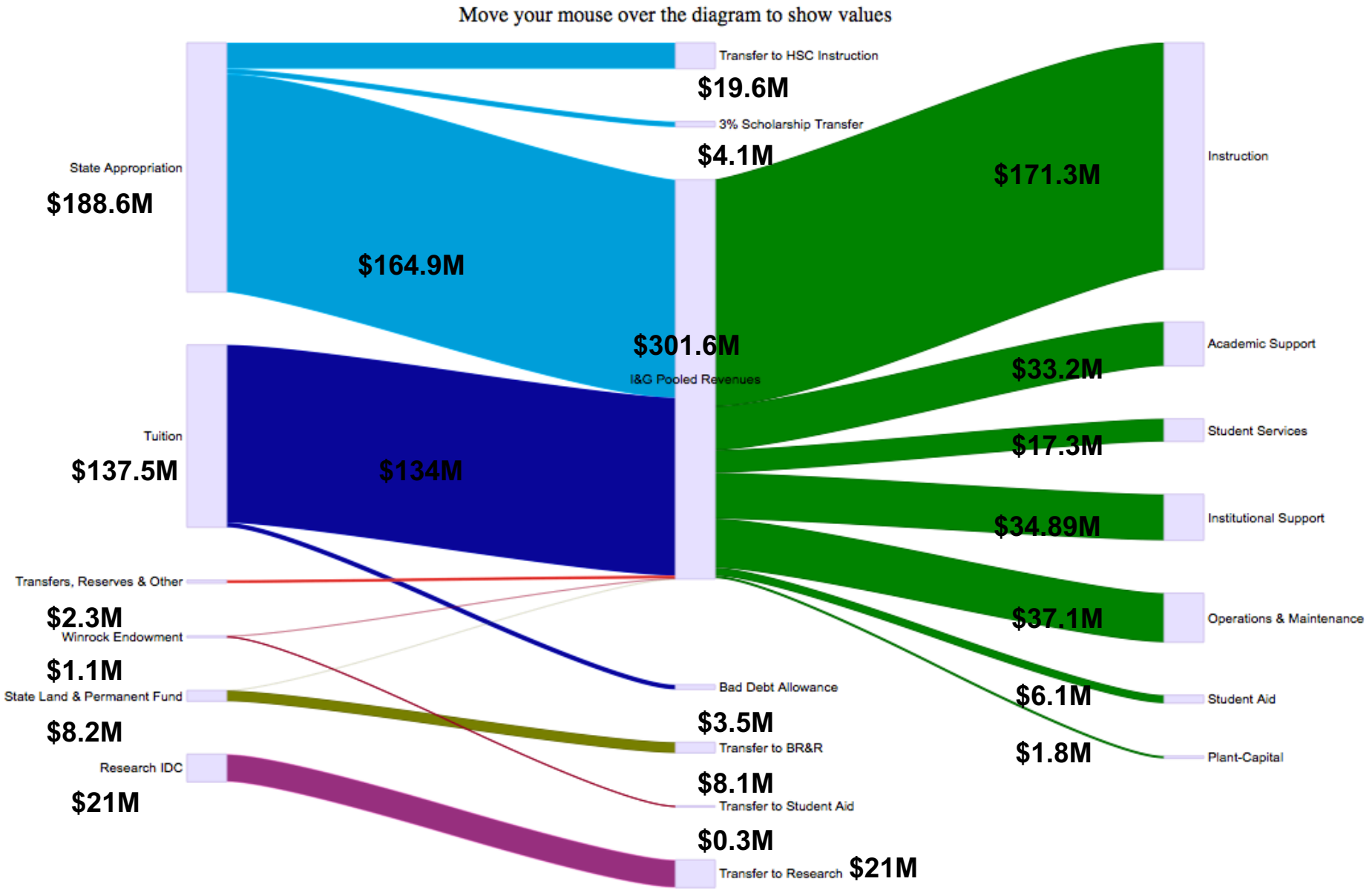
Sacred Cows: Revenue Sources

1. Tuition & Fees-Total Enrollment
2. State Appropriations
3. Research Funding
4. Private Giving (development)
5. Service/Profit Centers

Sacred Cows: Expenditures

1. Salaries & Benefits
2. Physical Plant
3. Academic Programming
4. Financial Aid
5. Athletics
6. Entertainment
7. Public Service

FY15 I&G Budgeted Revenue Flows



External Pressures/Opportunities

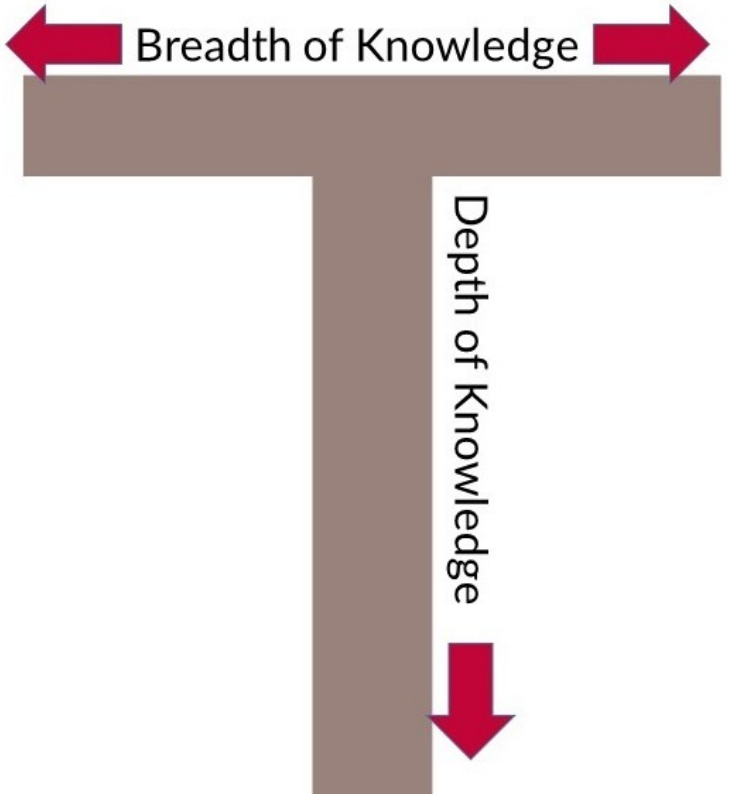
According to data from the nonprofit Institute for the Future, there are 6 drivers of change in today's workforce:

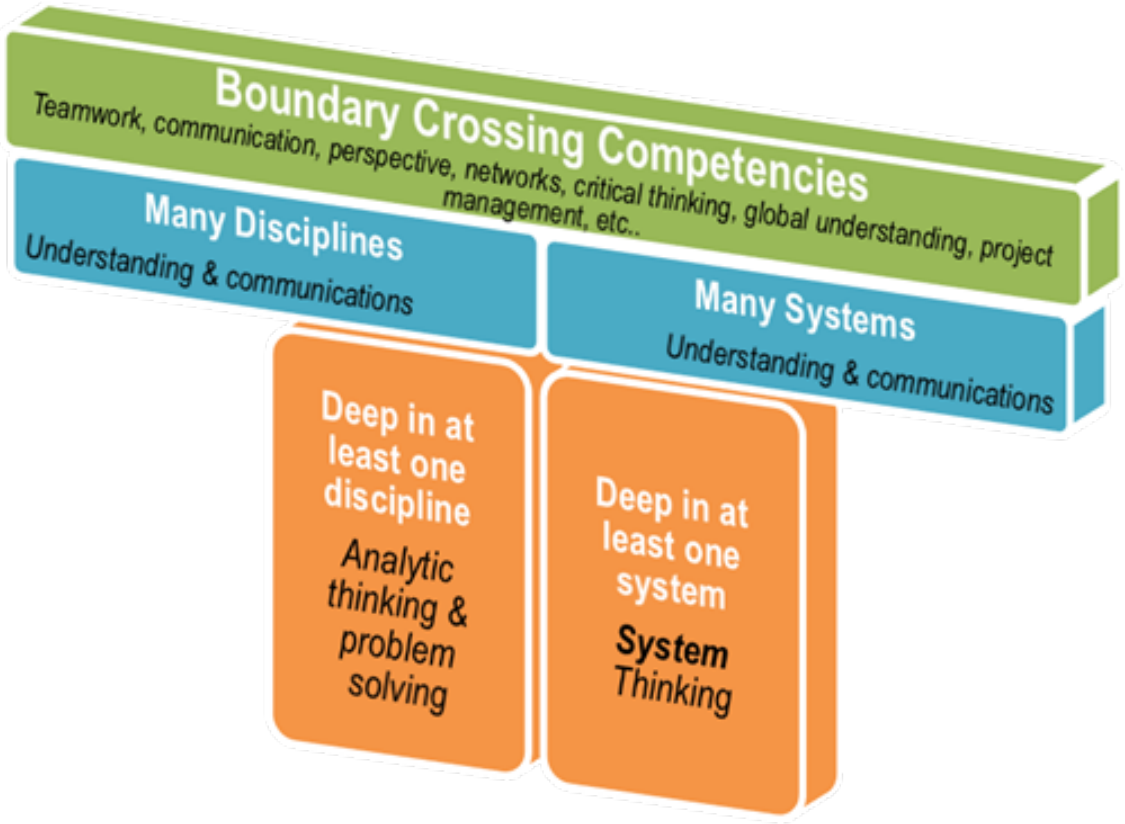
1. **Extreme longevity**: People are living longer–by 2025 the number of Americans older than 60 will increase by 70 percent.
2. **The rise of smart machines and systems**: Technology can augment and extend our own capabilities, and workplace automation is killing repetitive jobs.
3. **Computational world**: Increases in sensors and processing makes the world a programmable system; data will give us the ability to see things on a scale that has never been possible.
4. **New media ecology**: New communication tools require media literacies beyond text; visual communication media is becoming a new vernacular.
5. **Super-structured organizations**: Social technologies drive new forms of production and value creation, and social tools are allowing organizations to work at extreme scales.
6. **Globally connected world**: Diversity and adaptability are at the center of operations.

Top 10 Workforce Skills of 2020

1. **Sense making**: The ability to determine the deeper meaning or significance of what is being expressed.
2. **Social intelligence**: The ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions.
3. **Novel and adaptive thinking**: Proficiency at thinking and coming up with solutions and responses beyond that which is rote or rule-based.
4. **Cross cultural competency**: The ability to operate in different cultural settings.
5. **Computational thinking**: The ability to translate vast amounts of data into abstract concepts and to understand data based reasoning.
6. **New media literacy**: The ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication.
7. **Transdisciplinary**: Literacy in and ability to understand concepts across multiple disciplines.
8. **Design mindset**: The ability to represent and develop tasks and work processes for desired outcomes.
9. **Cognitive load management**: The ability to discriminate and filter information for importance, and to understand how to maximize cognitive functions.
10. **Virtual collaboration**: The ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team.

From “I” to “T” to …..


Breadth of Knowledge
Depth of Knowledge

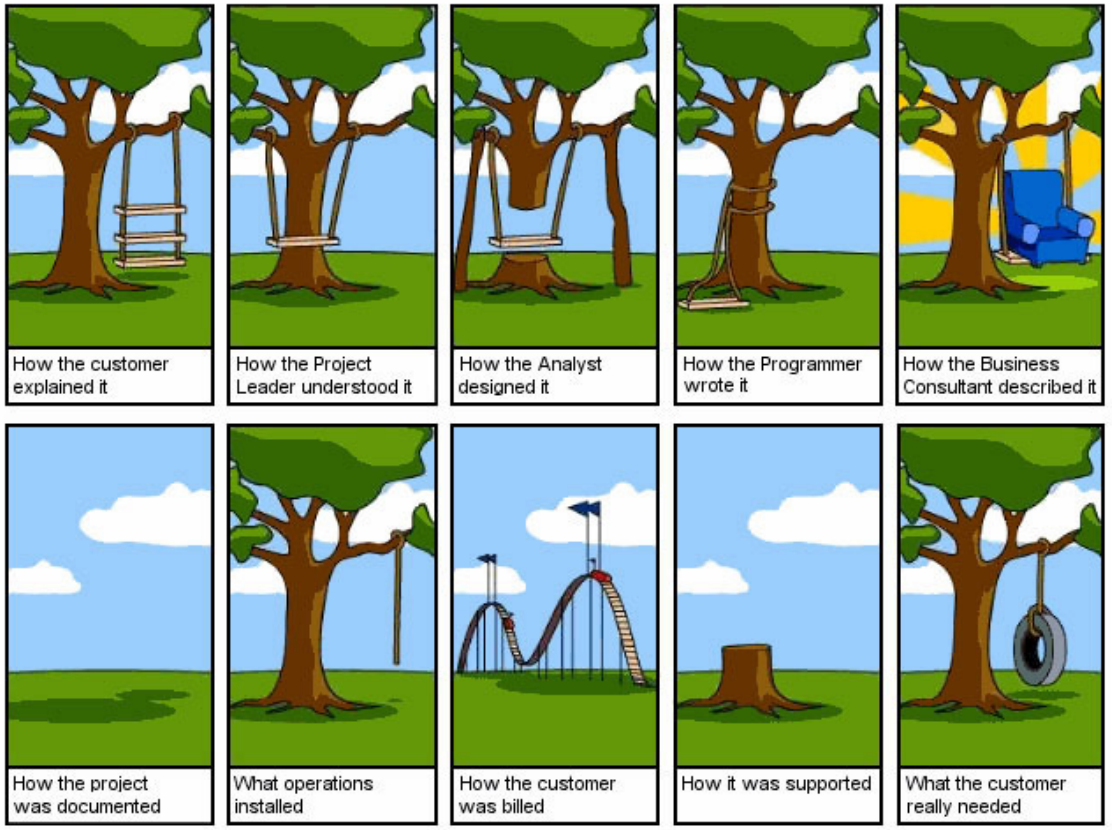

Boundary Crossing Competencies
Teamwork, communication, perspective, networks, critical thinking, global understanding, project management, etc..
Many Disciplines
Understanding & communications
Many Systems
Understanding & communications
Deep in at least one discipline
Analytic thinking & problem solving
Deep in at least one system
System Thinking

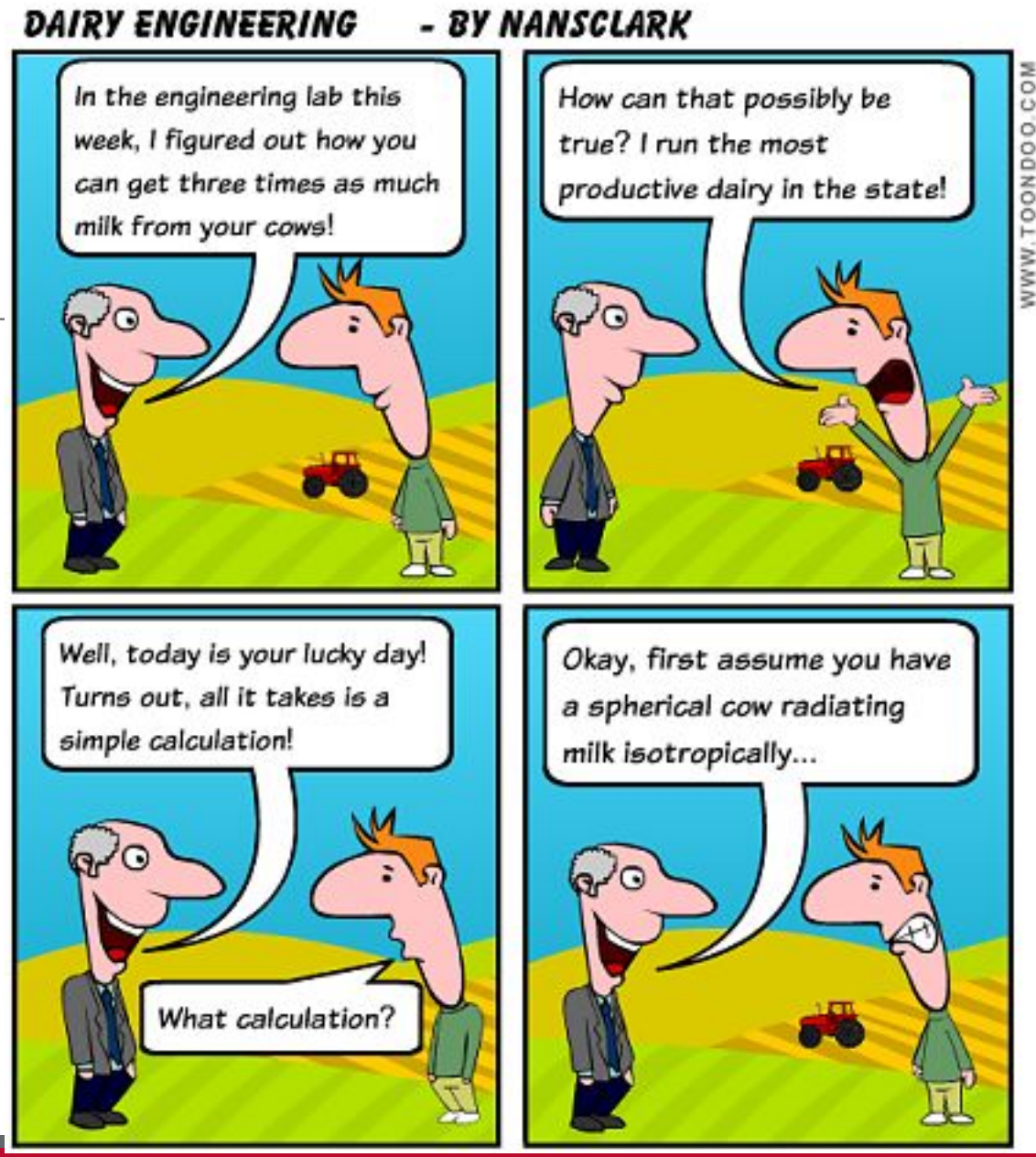
From a Good to a Great University

There are four ingredients (Ga Tech report) in taking our university from good to great:

1. Inspired and sustained leadership (stable & aligned)-where you come in!
2. Faculty & staff commitment to excellence (with willingness to go from coping to adapting)-what we need to nurture and support.
3. Post graduation achievement of students-what we need to measure and communicate.
4. External support of university aspirations (External constituencies)-what we need to continuously work at.

Understand Requirements & Constraints





Go to “What?” and End with “How?”

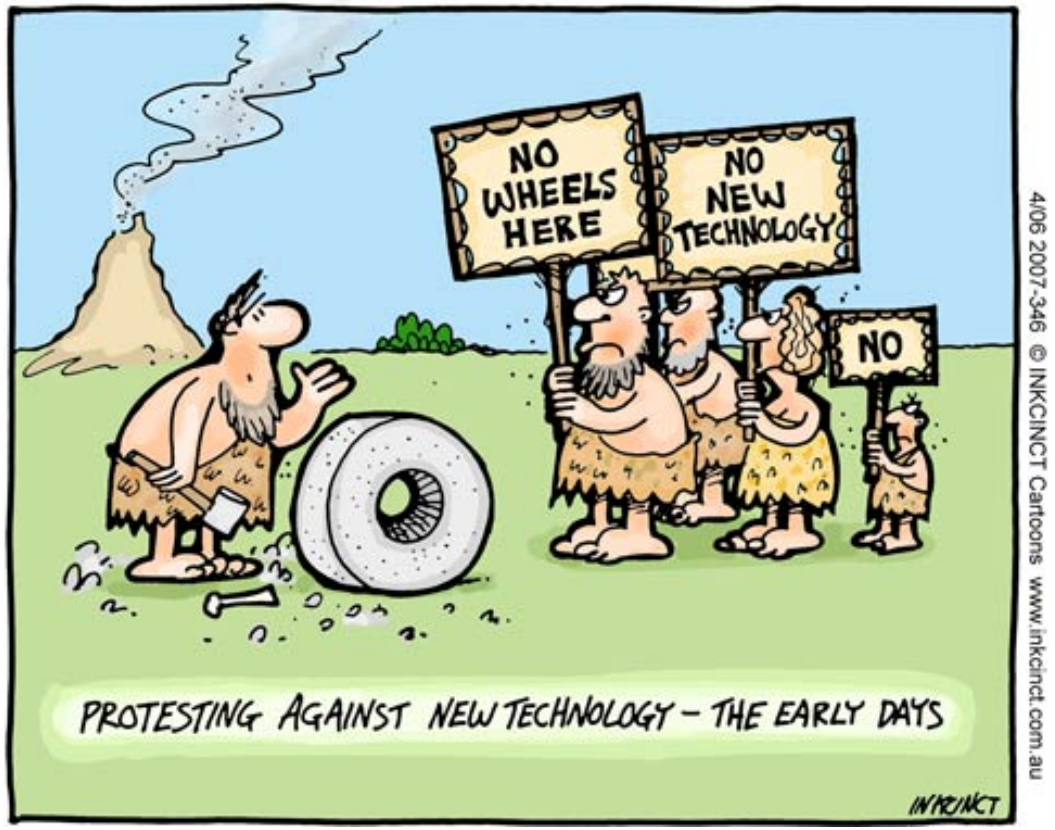
Potential Ideas to Increase Revenues/Reduce Expenditures

1. Increase Enrollment (Veterans Initiative, Online, International, micro campuses).
2. 4-day college
3. Year-long school
4. Flexible semesters
5. ……

Charge

Present to the President and the Board of Regents a plan by July 1, 2018 for re-engineering the University of New Mexico by addressing the national and local challenges, while exploiting opportunities using our special place and talents and while managing our sacred cows.

1. 3-Months: By October 1, 2017. Assemble sub-teams (BLT model) and research.
2. 6-Months: By January 5, 2018. Investigate scenarios and ideas for re-engineering.
3. 12-Months: By July 1, 2018. Present to various constituencies and complete the plan.



To Probe Further….

1. http://college-education.procon.org/
2. http://web.mit.edu/future-report/TaskForceFinal_July28.pdf
3. https://www.amacad.org/content/Research/researchproject.aspx?d=929
4. http://www.provost.gatech.edu/discovering-drivers-change-higher-education
5. http://www.stanford2025.com/
6. https://www.slideshare.net/BillMassy/reengineering-the-university
7. The Lincoln Project of the American Academy of Arts & Sciences.
8. *A Free and Ordered Space: The real world of the University,* A. Bartlett Giamatti.
9. *Reengineering the University-How to Be Mission Centered, Market Smart, and Margin Conscious*, William F. Massy.
10. *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance.* Robert C. Dickeson.