

# 2015 - 2016 ANNUAL REPORT



Office of the Executive Vice  
President for Administration,  
COO & CFO

THE UNIVERSITY OF NEW MEXICO



Photos provided by Gabriel M. Gallegos, November 2016  
Bachelor of Arts in Journalism/Mass Communications and Political Science

Message from the EVP for Administration:

As New Mexico's flagship university, we have demonstrated a tradition of accessible, high-quality academic programs for our students, a commitment to transparency and efficiency, and thoughtful budget reduction solutions during financially challenging times. The 2015-2016 Annual Report highlights the many and important undertakings accomplished within the Administration at the University of New Mexico.

Although UNM has experienced a decrease in enrollment and has received minimal state funding, we have been able to maintain a stable fiscal environment. The deliberative work of this office and our many stakeholders has resulted in UNM being able to weather this difficult period. We have continued to follow through on many of our projects and goals, while remaining committed to our University's vision.

State appropriations for Main Campus Instruction and General (I&G) operations increased by \$1,610,100, or .85% for FY 2015-2016. Unlike last year's legislative session, there was no compensation increase for faculty or staff and no changes to the employee retirement plan. The UNM Board of Regents voted to increase tuition and fee rates by 3.7% for FY 2016. The result of this increase meant that students attending UNM in Fall 2015 paid \$217.31 more in tuition and fees as compared to the previous year. The University of New Mexico experienced an enrollment decrease of approximately 1.5% during FY 2015, which resulted in a tuition shortfall of \$2.7 million. In order to provide conservative budget projections for FY 2016, this adjusted enrollment base was used to calculate the tuition base for FY 2016. In an effort to ensure prudent and responsible fiscal management in a time of enrollment uncertainty, the Regents approved a phased allocation process for I&G unit budgets, whereby units would budget 100% of their allocation, but initially receive only 95% of their actual revenues. Final tuition and fee revenues did fall short of budget estimates, but only by 1.5%, which was the final amount withheld and absorbed by I&G funded units.

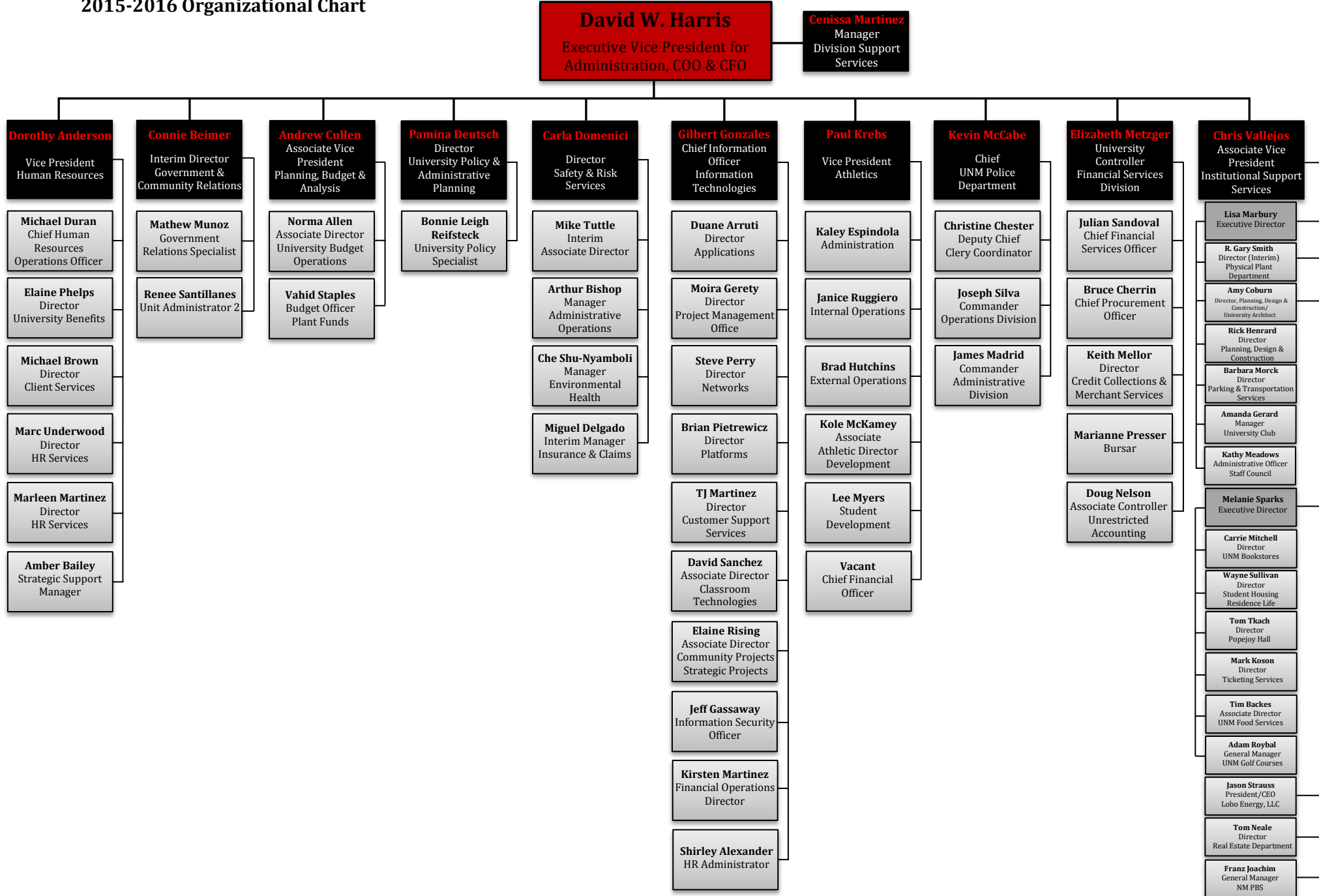
We will continue to build on UNM's strong commitment to our students, our local communities, and our state. By continuing to leverage our current resources to build and adapt for the future, we will successfully deliver on the promise of the UNM mission.





**Executive Vice President for Administration,  
Chief Operating Officer and Chief Financial Officer**

**2015-2016 Organizational Chart**



**FY 2015-2016 Annual Report**

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## FY 2015-2016 Annual Report

# Financial Services Division

Submitted by:

Elizabeth Metzger, University Controller

<https://fsd.unm.edu>

## Mission and Vision

### Mission

The Financial Services Division aligns its Statement of Mission with UNM2020:

The Mission of the Main campus Financial Services Division is to provide sound stewardship of UNM's fiscal activities while meeting the needs of students, faculty, and staff who are engaged in teaching, research and community service activities at UNM.

The Financial Services Division's ongoing commitment serves to:

- Educate students, faculty, and staff about the compliance requirements associated with various UNM, state, local, federal, and agency policies concerning financial expenditures.
- Stay abreast of the latest in accounting standards and regulations, and apply those to its business practices.
- Deliver accurate, timely, and useful financial reports to UNM Leadership and government constituencies.

Actively support and document best business practices for all UNM financial activities in order to remain in compliance and to prevent audit findings.

### Vision

Division Culture:

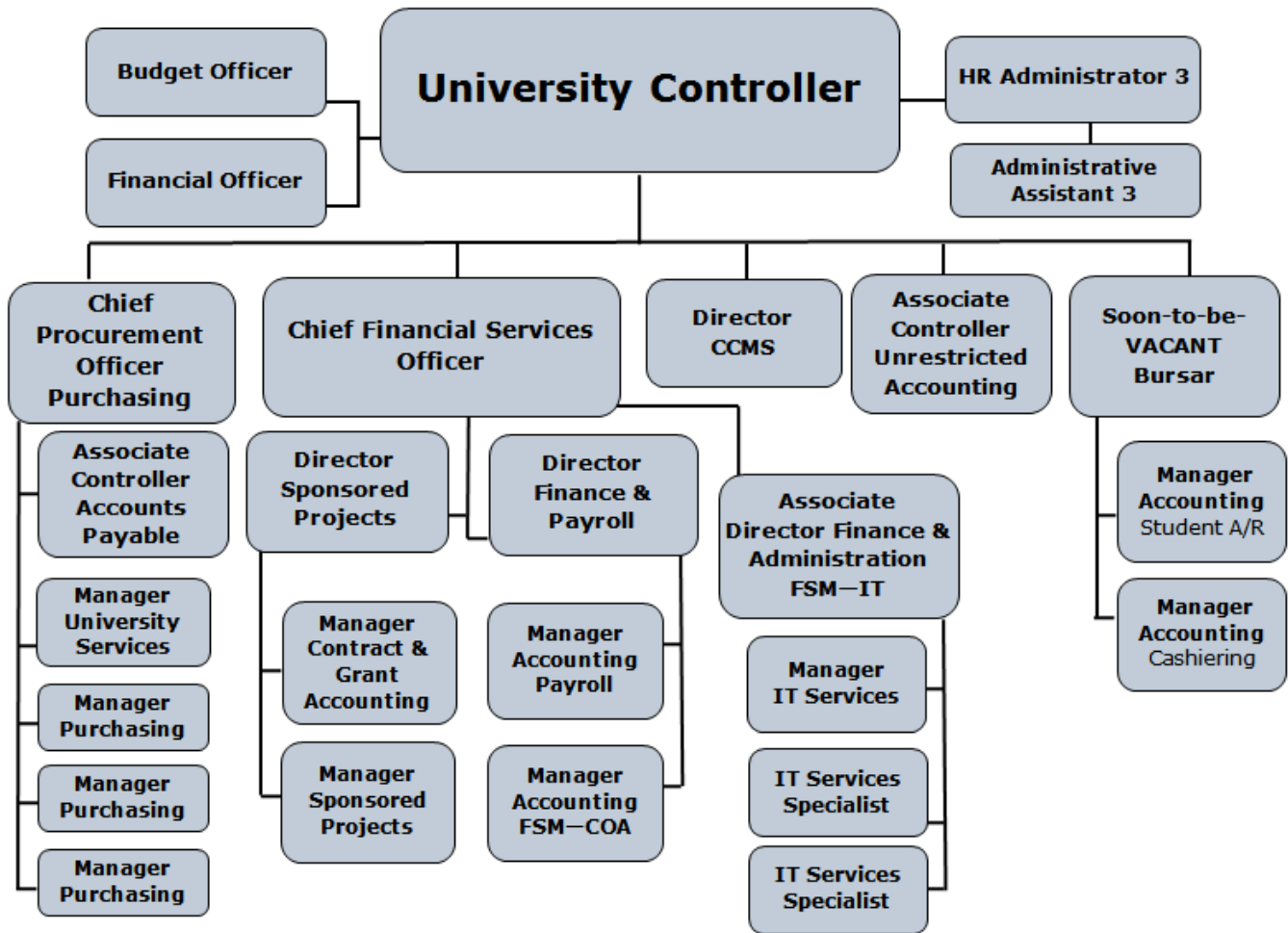
- Integrity and high quality services.
- Accountability and social responsibility.
- Respect and effective communication.
- Customer service focus for students, faculty, and staff.
- Recruitment of highly trained professional accounting, management, and procurement experts.

Financial Performance:

- Fiscal transparency through accurate and timely financial reporting.
- Fiscal year end processes that are seamless and cause the least disruption.
- Accuracy of financial data through vigilant Banner Finance maintenance and upgrades.
- Continual improvements to MyReports reporting tools, and Banner Finance data stores, to enhance end-user friendliness.



Organizational Chart



**FY 2015-2016 Annual Report**

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## I. EXECUTIVE SUMMARY

Financial Services Division (FSD) continued its commitment to accountability, excellent customer service, and fiscal responsibility during the fiscal year ending June 30, 2016. The Main Campus FSD has continued to work closely with the HSC financial services staff, to ensure consistent application of policies and procedures. During the course of the fiscal year, FSD diligently applied federal and state regulations and maintained a system of thorough internal controls that supported a strong bond credit rating and a clean audit opinion. The Division's FY 15-16 I&G Base Budget Allocation was \$6,952,524.00.

Below is a partial list of events and accomplishments demonstrating FSD's on-going commitments to outstanding service and transparency. Additional information can be found in the individual reports that follow this overview.

1. The University Controller participated in Executive Cabinet meetings. As part of the UNM 2020 Vision, Responsibility Oriented Management (ROM) was further developed and involvement of the Finance Systems Management (FSM) department continued in order to develop new Executive Summary reporting capabilities and Administrative Metrics.
2. The Bursar's Office was significantly involved in the implementation of UNM's College of Nursing's Managed Online Program (MOP) for the RN to BSN program, including establishment of fee assessment rules, and provided input into the accounts receivable module's restraints and capabilities.
3. The Voluntary Employee Beneficiary Association (VEBA) Advisory Committee continued to meet regularly.
4. FSM coordinated with IT to successfully upgrade Banner and LoboMart Systems. In addition:
  - a. FSM completed development and went live with Shared Service Center workflow.
  - b. FSM completed the migration of all financial services files to an encrypted file server.
  - c. FSM completed workflow to automate termination of indexes in Banner.
5. Payroll completed Multi-Factor Authentication to enable Online Direct Deposit enrollment, and enabled the Payroll Net Pay Calculator and MyPay tiles in the new MyUNM portal.
6. Procurement Services implemented SciQuest Total Contract Management (TCM) Tool.
7. The Print Management program realized almost \$198,000.00 in lease and maintenance cost reductions.
8. Inventory Control implemented a new real-time inventory report in MyReports, and made it available to departmental inventory contacts and core offices.
9. Credit, Collections, and Merchant Services successfully finalized the transition of banking services from Bank of America to US Bank, along with the transition of merchant card services.

Other projects and activities that have occupied significant portions of the University Controller's time and effort include the following:

- Annual External Audit and Implementation of GASB 72
- Budget Allocations
- Collective Bargaining Unit Payroll Deductions Issues
- Consultation with Budget Office for the 2.6% budget pullback for FY 16, of \$180,437.00
- Faculty Contracts and Payroll collaboration
- Student Tuition and Fees
- Federally Approved Misc. Fringe Benefit Rate
- Debt and Investment Advisory Committee
- Emergency Operations Center Events – Ebola preparedness
- ERP Steering Committee
- Executive Cabinet
- HR Compensation Studies:
  - IT Services
- Internal Outreach:
  - Quarterly Manager Meetings and Goal Assessments
  - Service Award Distribution
  - First annual Staff Recognition BBQ for all FSD staff members
- IT Strategic Advisory Committee
- External Audit Coordination and Oversight:
  - Lobo Club, Lobo Energy, UNM Anderson School of Management, UNM Foundation, and UNM Public Service Account
- Legislative Priorities and Appropriations
- LoboTime Steering Committee
- Monthly Update Meetings with Executive Staff:
  - Athletics
  - IT Services
  - VP Human Resources
  - Office of Sponsored Projects/OVPR Management Meetings
  - Quarterly Executive Sponsor Meetings (LoboTime)
  - Sr. Executive Officer for Finance and Administration/HSC
  - Internal Audit
- Multifactor Authentication for Direct Deposits Project Planning and Implementation
- MSU and Compensation Issues
- PCI Compliance Implementations Work Group
- Strategic Goal Setting
- Talent Management System Steering Committee
- Union Dues/Deductions contract issues
- UNM Data Governance
- UNM Foundation Treasury Agreement Modifications
- Various Internal Audit Responses
- VEBA Advisory Board

## II. OVERVIEW

### For the Financial Services Division in general:

- As part of the UNM 2020 Vision, spearheaded Data Governance efforts for Finance.
- The Bursar's Office implemented beneficial changes regarding the Tuition Refund process.
- VEBA Advisory Board, continued to monitor and report.
- Banner Finance Upgrade 8.10 was successfully implemented along with several others.
- Continued enhancements to MyReports.
- Completed conversion to U. S. Bank.
- Held first annual Staff Recognition BBQ for all FSD staff members.
- Implemented new Onboarding process for newly hired staff to "Meet the Controller."
- FSM continued to provide the Office of Sponsored Projects with Cayuse Application and Support and Reporting, and the Payroll department with Report enhancements.
- Implemented SciQuest AP Director.
- Payroll collaborated with Human Resources to analyze changes mandated by the anticipated changes to the Federal Labor Standards Act (FLSA).

## III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

### Accounts Payable

- Completed implementation of SciQuest AP Director project.
- Completed Implementation of new Workflow Process for Sub-awards.
- Upgraded & tested new Banner 8.10 Release & AIX to Linux 12C Jobsub.
- Accomplished several implementation milestones for the Chrome River project, expected to go live December 2016.

### Bursar

- Significant involvement in an academic partnership with the College of Nursing to implement a Managed Online Program (MOP) for the RN to BSN program, including establishment of fee assessment rules, and an active voice in development and implementation of the accounts receivable module's restraints and capabilities.
- TouchNet Marketplace, an eCommerce payment solution grew in transaction volume and revenue with an aggregate overall increase of 4.68%. Active uStores increased from 128 to 151 with revenue growth of 7%. The Marketplace provides UNM with a secure method for taking online payments in a PCI compliant environment.
- FlyWire (formerly peerTransfer) is an international-student-centered global payment service. It assists students in over 200 different countries transfer money in over 100 different currencies without a wire transfer. Bursar's worked closely with the Global Education Office to improve FlyWire's availability, by placing its currency conversion widget on the Bursar's Office website, and within the student payment module. This resulted in a tremendous increase in international payments.
- Simplified Enrollment Cancellation process reduced cancellations to 40 – 50 Main Campus, a drastic decrease from approximately 1,200 in past years.
- Revamped tuition appeals process utilizing a committee of Bursar's Office staff to review tuition appeals from students facing non-medical, non-death, non-military hardship (medical,

military, and death hardship appeals are handled by the Dean of Students). Established a maximum 50% refund for successful appeals.

### **Contract & Grant Accounting**

- Completed multiple Agency Site Visits, two Desk Reviews, and an Audit with zero findings.
- Stayed current on closeouts and closeout reviews, which are closed within 90-days of the project end date.
- Designed and implemented new sub award invoice workflow.
- Reviewed awards with an F&A rate of 51% to verify that the rate should be increased to 51.5% as per UNM's negotiated rate agreement.
- Concluded negotiations with NMDOT to invoice within broad expense categories without budget revisions.
- Toured 30 constituent departments.
- Assisted in development of EPAF for Summer Research forms to eliminate paper forms being lost or misrouted and ensure timely payments to faculty.
- Finished the NSF 2/9<sup>th</sup> salary query and rolled it out to campus.
- Developed and implemented a memo attached to all bills sent to NM State Agencies to update banking details that are fed to US Bank for more efficient payment application. The DFA implemented the memo internally to all applicable departments.

### **Copy Center**

- Maintained check production process for Bursar's Office and Accounts Payable daily.
- Restructured and closed one location to provide overall operational cost saving.
- Successfully took over the printing operation of UNMH at a cost savings for UNMH.

### **Credit, Collections, and Merchant Services**

- CCMS successfully finalized the transition of banking services from Bank of America to US Bank. This was accomplished with minimal disruptions to daily operations. Also finalized and completed, was the transition of merchant card services which included a number of complex compliance and software issues.
- Provided guidance and analysis for the restructuring of the \$27 million loan to Lobo Development Corporation.
- Negotiated a commercial paper program with US Bank with overnight liquidity at the 180 day rate.
- Drafted the text for the new GASB 72 footnote related to tiered market valuations of investments.
- Prepared the annual New Mexico Higher Education Debt Service Requirement certification reports for UNM branch campuses, which calculate the cash requirements to service local debt and are used by the HED to certify mil levy rates for the next tax year.

### **CRLS**

- Created new b2b website to simplify the ordering process for our customers.
- Contributed \$20,000 towards Chemistry Department's glass shop deficit.
- Converted paper inventory, billing, JV statements to electronic records for archival and storage purposes.

### **Finance Systems Management: Operation Support Team, IT-Reporting, Network Support**

- Completed development and went live with Sub Award Invoice Workflow.
- Completed development and went live with Shared Service Center Workflow.
- Automated HED FTE reporting process.
- Streamlined Payroll processing by enhancing the vital error reporting.
- Implemented SciQuest PO Integration & AP Director including eInvoice.
- Developed Pending Labor Redistribution Report for C&G offices.
- Automated nightly data refresh for Cayuse reporting.
- Implemented Huron's LoboMart process improvement recommendations.
- Developed Inventory control report for campus users to better manage their assets.
- Participated in upgrades to Banner, Cayuse, and LoboMart systems.
- Participated in implementation of Total Contract Manager.
- Participated in ERB Drop 520 rule project for Payroll.
- Merged University Services IT in to FSD IT. This project included consolidating data and services from 8 servers into 2 servers. All University Services and Copy Center staff machines and the two new servers are joined to Active Directory.
- Redesigned and migrated 11 FSD websites to UNM Template version 2. The websites are: FSD, FSM, FSSC, Finsop, Fiscal Agent, Payroll, Inventory, PCard, Print Management, University Services, and CRLS website.
- Migrated all Financial Services files to an encrypted file server to further secure sensitive data.
- Completed Workflow to automate termination of indexes in Banner Finance.
- Completed multiple upgrades to Banner and other applications.
- Completed State Imaging Plan review.

### **Inventory Control**

- Developed Federal Government Property Guide which was approved by ONR.
- Implemented new MyReports inventory report for inventory contacts and core offices.
- Established procedures to gain Contract & Grant Accounting approval on disposition of equipment purchased with restricted funds.
- Re-designed process utilizing new online forms for the Bookstore and IT Customer Service Support to report computer device sales.
- Updated Equipment Condition Code List to align with federal laws and regulations.
- Implemented automated process to randomly select samples of inventory for review, which reduced sampling bias. Process included auto-generated emails to departments through inventory Tools.
- Developed process to accept inventory forms in electronic format, for real-time access to information, and to track the asset throughout its life cycle. Reduced the volume of documents sent to Records Management, improved efficiency, and supported UNM's sustainability efforts.
- Upgraded label printer system for improved quality of UNM property tags, and included grant number, Org number, description, and serial number. The new tags are sturdier, withstand high temperatures, and are water, smear, and scratch resistant.

### Office of Sponsored Projects

- Developed and implemented submission deadline policy.
- Revamped and implemented F&A rate determination process.
- Established OSP compliance process for award set up to include contact with IRB, Animal subject, and Export control offices.
- Updated and posted on OSP website, award, and cost-share budget templates for departments to use.
- Developed and recorded grants management presentation, which is now available to new PIs as EOD online course GMT 100.
- Developed MyReports queries and tested table views for Cayuse proposals and awards reports.
- Created in MyReports a Cayuse IRB report.
- Trained campus staff via monthly RAN meetings; saw increased participation from other central and core offices.

### Payroll

- Released new website.
- Completed Multi-Factor Authentication project to enable Online Direct Deposit enrollment.
- Enabled Payroll Calculator & MyPay tile in new MyUNM portal.
- Completed ERB Phase 1 compliance reporting requirements.

### Print Management

- Data security continues to be addressed. All new agreements automatically and contractually include data security software for every leased and/or purchased device.
  - In FY 16, each vendor worked with UNM IT and addressed the Poodle exploit discovered by UNM IT (Padding Oracle On Downgraded Legacy Encryption).
- Lease and Maintenance costs dropped significantly this year and have since the onset of the Print Management RFP 1465. Lease costs were reduced by \$210,423.37. Maintenance increased slightly by \$12,711.90, with **\$197,711.47** reduction in costs.

### Purchasing

- Completed implementation of SciQuest AP Director project.
- Implemented SciQuest Total Contract Management (TCM) Tool.
- Accomplished several implementation milestones for the Chrome River project, expected to go live December 2016.
- Upgraded & tested new Banner 8.10 Release & AIX to Linux 12C Jobsub.

### Taxation

- Provided essential tax services to UNM departments, including tax research, foreign national payment analysis, and federal and state tax filing compliance.

### University Services: Business Operations, Mailing Systems, Shipping & Receiving, Surplus Property, Records Management

- Successfully relocated the Surplus Property Department to the University Services Building to streamline operations and identify efficiencies.



- 45% Revenue increase in Surplus Property auction sales.
- University Services vehicle fleet reduced by 25% to identify fuel, insurance, and repair savings.
- Coordination, receipt, and delivery of 40,000 water bottles, toys and educational supplies by the Shipping and Receiving staff for the Department of Pediatrics Center for Health & Disease Prevention Program servicing rural areas of New Mexico. 6% increase in the overall number of deliveries.
- Centralized all Mailing Systems Meter Balancing reports for accuracy and daily reconciliations.
- 1.2 million pieces of mail delivered by the Mailing Systems staff.
- Mailing Systems overtime reduced by 15% overall.
- Updated Online Surplus Disposal Form to streamline process and improve timeliness.
- Identified new monthly revenue streams in Surplus Property (Ace Recycling) and Mailing Systems (K&R Presort).

#### **Unrestricted Accounting**

- Absorbed processing of incoming wire-transfer payments.
- Completed required 1099-K reporting for University.
- Led the effort to revise policies for Chrome River implementation.

### **IV. CURRENT PROJECTS**

#### **Accounts Payable**

- Continued implementation of Chrome River project, expected go live December 2016.

#### **Bursar**

- TouchNet PayPath Implementation.
- Continued involvement in Managed Online Programs (MOPs).

#### **Contract & Grant Accounting**

- A-133 FY 16 Audit, in process.
- Cross training and team building between C&G accounting and OSP.
- Chrome River implementation, testing, and training.
- Compliance with federal minimum wage requirements on federal contracts.
- Sub-award process – collaborate with OSP to streamline the current process to include risk assessment and a workflow.

#### **Credit, Collections, and Merchant Services**

- Participate as a member of the newly formed UNM Retirement Plan Investment Committee.
- Continued oversight and direction of a PCI management team approach with UNM IT Security and the contracted Consulting Information Security Auditor to monitor all credit card processing centers on campus.
- Continue to develop and monitor three tranches of operating cash, thus maximizing earnings on the University's unrestricted operating funds.

**CRLS**

- Currently organizing a Chemical and Lab Supplier event to take place in October 2016.

**Finance Systems Management: Operations Support Team, FSM-IT, and Network Support**

- Regents Report automation.
- Cayuse Dashboards in MyReports.
- Rewrite Chart of Accounts Oracle forms application using web technologies.
- Implementing ChromeRiver analytics for travel/expense reporting.
- Automated feed for updating Banner's inventory control records.
- Automate fund establishment process to receive donations using a workflow.

**Inventory Control**

- Develop a mass upload process to update the Banner Fixed Asset Module with Asset Condition Codes, Organization Codes, Custodian IDs, Grant IDs, Asset Location (building and room number), Memo Field, and automate to re-print tags for each department's physical inventory submission.
- Develop an automated process for updating the Inventory database to match data from the FAMIS database for improved tracking.
- Incorporate stakeholders such as Export Control and Surplus Property into the Wave presentations, for more transparency of the information provided to customers.

**Office of Sponsored Projects**

- Cayuse System:
  - Clean up Backbone to correct the Sponsor Type and Code to match to Banner.
  - Enhance drop down menu options for Activity codes and NSF codes, to include correct program description and match to Banner.
  - Testing for Cayuse 3.5.2 upgrade.
- Collaborating with HSC Pre Award and UNM Foundation to develop workflow for routing agreements using the Fund Establishment Form.
- Working with Provost and VPR to develop a process to negotiate standard UNM F&A rate for state contracts.
- Develop process to collect and store final progress reports.
- Revamp sub award process including risk assessment and workflow.

**Payroll**

- HR's Talent Management Suite implementation.
- Enable online employment verifications.

**Print Management**

- Data security continues to be addressed. All new agreements automatically and contractually include data security software for every leased and/or purchased device.
- In FY 16, continue progressive developments to streamline processes: i.e. online quoting form, online printer authorization form, and billing process improvements.

**Purchasing**

- Continued implementation of Chrome River project, expected go live December 2016.
- Ongoing monitoring, enhancements, and upgrades for SciQuest AP Director.
- Implementation of Reloadable Card System for Research Incentives.
- Continued conversion of pre-existing Banner POs into SciQuest.
- Began alignment with HSC's Place Base Wealth Initiative, which partners UNM units with APS, Bernalillo County, and Presbyterian Health Care.

**Taxation**

- Continual updates to UNM Taxation website with current information regarding payment requirements to foreign nationals and state and federal taxes, which reduces UNM's tax liability exposure and improves compliance.

**University Services**

- Finalize [www.LoboShipping.unm.edu](http://www.LoboShipping.unm.edu), which provides users across campus with the ability to create shipment requests for parcels, documents or freight at commercial pricing.
  - Enable users to "rate shop" and choose carriers based on cost and delivery timelines.
- Restore University Services' vehicle fleet using third party vendor focused on revitalizing company vehicles to prolong usage.
- Complete website redesign for all University Services departments, including an online shopping site for Surplus Property.
- Provide departments with online access to monthly billing statements and active internal PRs for Mailing Systems, Records Management, and Surplus Property.

**Unrestricted Accounting**

- Continued involvement in Chrome River implementation and testing.
- Revise Unrestricted Accounting web pages to reflect changes in policy and procedure due to Chrome River.

**V. FUTURE PLANS/GOALS**

- TouchNet PayPath Implementation
- Continued involvement in Managed Online Programs
- Develop EOD training curriculums for Effort Certification, Sub-award, and Closeout Workflows
- Continue collaboration with compliance offices to redesign campus trainings
- Continue to cross train staff between Office of Sponsored Projects and Contract & Grant Accounting
- Implement Enterprise data warehouse
- Migrate ERM on-site application to SciQuest's vendor hosted cloud
- Cayuse SP 3.5.2 upgrade
- Build a data mart to house LoboMart data
- Revamp remaining 6 Financial Services Division websites to the UNM Template v2 to conform to the new web standard and UNM branding

- Migrate CRLS workstations and server to FSD support
- Implement Chrome River Phase 2
- Work with UNM Foundation to re-design process that accounts for donated items and identify capital equipment in need of tagging
- Automate weekly emails to departments to request location of new assets
- Automate notification emails for delinquent inventories and reviews
- Initiate Records Management digitization/scanning project in collaboration with FSM
- Finalize UPS contract to begin delivery/pickup responsibilities as an additional service to the UNM community
- Migrate University Services billing databases to streamline month end close process
- Improve tracking software for Mailing Systems and Shipping & Receiving
- Cross-train on tasks currently handled by single staff member, including taxation duties
- Revise Travel Policy training class to align with Chrome River policy changes
- Develop standardized form for obtaining information on foreign nationals
- Continue research to identify low-cost onboarding activities for the Controller Division

## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

### Appointment of Senior Staff

#### *Accountant 3*

Dora Dominguez	February 2016
Josie Flakes	March 2016
Ashley Floyd	March 2016
Marever Gonzalez-Ramos	December 2015
Cheryl Maturino	September 2015
Stella Quintana	September 2015

#### *IT Services Specialist*

Bill Barringer	January 2016
Christie Herman	January 2016

#### *IT Project Manager 2*

Vincent Hernandez	January 2016
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#### *IT Project Manager 3*

Lorrie Black	January 2016
Amy Ortiz	January 2016
Jinnie Welliver	January 2016

#### *Mgr, Accounting*

Liz Ann Perea	August 2015
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#### *Mgr, IT Svcs*

Jennie Wong	January 2016
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***Programmer Analyst 2***

Andy Ryan

January 2016

***Sponsored Projects Officer***

Monica Waquie

March 2016

Bertha Magdaleno

March 2016

***Sponsored Projects Officer, Sr.***

Mindy Connolly

January 2016

***Supv, Fiscal Services***

Genevieve Cordova

May 2016

Joseph Eggleston

May 2016

Martha Grado

May 2016

Steffany Sandoval

May 2016

Rebecca Valdez

August 2015

***Systems/Network Analyst 3***

Bryan Timms

January 2016

**Separations of Senior Staff*****Accountant 3***

Adrienne Griego

January 2016

Deborah Jones

October 2015

Yvonne Mendoza

January 2016

***Mgr, Sponsored Projects***

Isela Roeder

April 2016

***Sponsored Projects Officer***

Brenda Baker

February 2016

Bertha Magdaleno

May 2016

***Sponsored Projects Officer, Sr.***

Shannon Denetchiley

June 2016

***Sr. Contracts Specialist***

Jeffrey Gilmore

September 2015

***Supv, Fiscal Services***

Justin Walters

March 2016

## VII. APPENDIX

## ACCOUNTS PAYABLE

Prior Year Comparison			
FY15 – FY16			
	FY15	FY16	VARIANCE
Banner Direct Pay Invoices	256,827	252,450	-1.70%
Banner Regular Pay Invoices	25,910	25,304	-2.34%
<b>Total Invoices Count</b>	<b>282,737</b>	<b>277,754</b>	<b>-1.76%</b>
Checks	46,796	48,649	3.96%
ACH Direct Deposits	34,670	34,122	-1.58%
Wire Transfers and Foreign Currency Checks	555	602	8.47%
<b>Total Disbursement Count</b>	<b>82,021</b>	<b>83,373</b>	<b>1.65%</b>
<b>Total Disbursements Amount</b>	<b>\$778,128,947</b>	<b>\$793,125,148</b>	<b>1.93%</b>
<b>Total Pages Scanned/indexed</b>	<b>1,011,810</b>	<b>1,285,372</b>	<b>27.04%</b>

## Credit Collections & Merchant Services

### Banking statistics:

<b>Deposits processed</b> Processed approximately 8,000 deposits from various entities for UNM departments
<b>Property &amp; Construction JVs processed</b> Reviewed and processed over 1,500 payment documents and journal entries

### Inventory Control

Inventory Processes	FY16	FY15	FY14	FY13
<b>Capital Inventory Additions</b>	543	502	544	518
<b>Value of Capital Additions</b>	\$14,224,498.39	\$11,019,658	\$11,332,496	\$15,573,516
<b>Inventory Computer Additions &lt; \$5K</b>	4,370	4817	4,594	4,721
<b>Inventory Deletions</b>	4,271	4344	4,701	2,609
<b>Value of Deletions, at total cost</b>	\$16,138,114	\$14,730,696	\$13,476,952	\$11,428,554

Annual Physical Inventories	FY16	FY15	FY14	FY13
<b>Annual Inventories Requested</b>	2,220	2198	2092	2059
<b>Annual Inventories Completed</b>	1,163	2059	2093	2059
<b>Number of Assets</b>	48,344	48,528	46,490	46,395

Inventory Reviews	FY16	FY15	FY14	FY13
<b>Inventory Reviews Requested</b>	354 (In process)	590	611	400
<b>Inventory Reviews Completed</b>	302	555	575	388
<b>Number of Assets Reviewed</b>	850 (In process)	1711	2606	937

**Print Management**

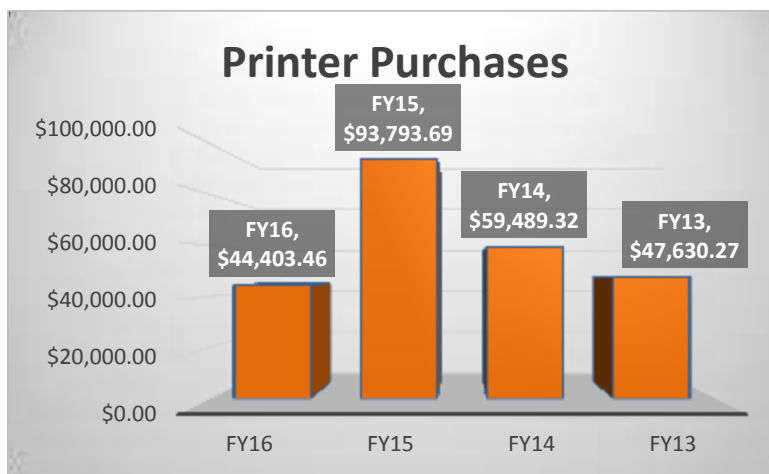
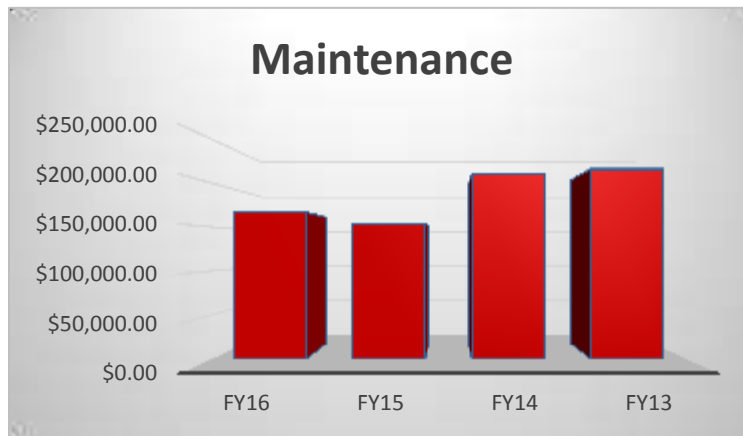
<b>Print Management Program</b>	<b>FY16</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>
<b>Devices (Copiers, printers, MFD's) managed in program</b>	789	770	710	659
<b>Customer accounts / departments</b>	442/324	417/313	404/335	393/324
<b>Multi-Functional Devices / Color</b>	579/383	556/345	504/242	490/202
<b>Printers in Maintenance Agreements</b>	207	211	206	169

**Note:** Devices = Multi-Functional Devices (MFDs) + Printers. Color unit numbers are included in the MFD number.

	<b>FY16</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>
<b>Leases</b>	\$1,801,187.67	\$2,011,611.04	\$2,049,132.16	\$2,097,051.76
<b>Maintenance</b>	\$166,559.71	\$153,847.81	\$209,702.31	\$215,714.24
<b>Total</b>	<b>\$1,967,747.38</b>	<b>\$2,165,458.85</b>	<b>\$2,258,834.47</b>	<b>\$2,312,766.00</b>







**PURCHASING AND UNIVERSITY SERVICES**

***PURCHASING***

<b>Prior Year Comparison – Purchasing</b>		
<b>FY15-FY16</b>		
	<b>FY15</b>	<b>FY16</b>
<b>RFPs Issued</b>	51	71
<b>IFBs Issued</b>	5	5
<b>Total Solicitations</b>	56	76
<b>POs Issued</b>	6,405	6,595
<b>COs Issued</b>	3,397	3,333
<b>P-Card/F-Card</b>		
<b>TOTAL \$</b>	\$ 74,921,298	
<b>TOTAL # of Trans</b>	171,277	
<b>Vendor Setups and Maintenance Requests</b>	20,541	



## FY 2015-2016 Annual Report

# Government and Community Relations

Submitted by:

Connie Beimer, Director

<http://govrel.unm.edu>

## Mission and Vision

### Mission

The Office of Government Relations serves as the central resource for campus and unit-based relationships with Local, State, and Federal elected officials, community, and opinion leaders.

#### Creating Awareness

- Establishing UNM as a resource for community and business development
- Strengthen visibility of the HSC as the States center for medicine

#### Building Relationships

- Facilitate opportunities for UNM to develop strategic relationships with legislators, alumni, community and business leaders
- Engage UNM in collaborative partnerships with business and community leaders

#### Generating Support

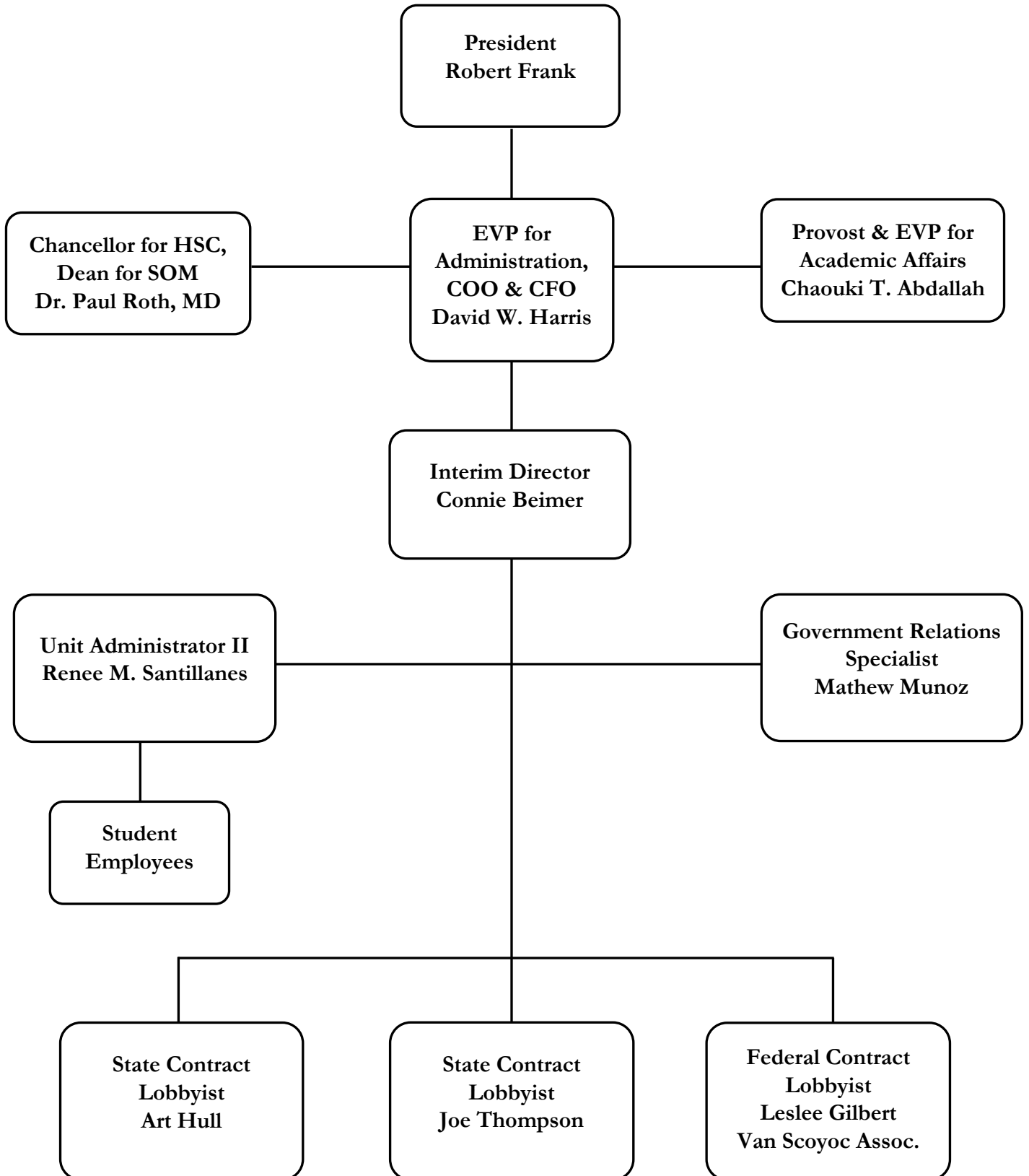
- Create opportunities for New Mexico residents and businesses to invest UNM and the University Health Science Center as a high level research university and medical center

### Vision

The Office of Government Relations will be recognized by internal and external constituencies and other organizations as:

- Knowledgeable and proficient about Local, State, and Federal political issues as well as legislative and budgetary processes;
- Informed about UNM and related policy substantive issues;
- Responsive to requests for assistance by external and internal stakeholders; and,
- An effective advocacy operation to advance the University's mission.

**Organizational Chart**



**FY 2015-2016 Annual Report**

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## I. EXECUTIVE SUMMARY

The Office of Government and Community Relations (OGCR) represents the interests of the UNM by serving as the University's lead advocate with elected and appointed officials, their staff, and government bodies. By building and strengthening relationships with local, state, and federal government officials, OGCR encourages investment in and support for UNM, its programs, and its initiatives. While OGCR is funded through various UNM programs and services, the I&G budget for this past year was \$164,512.

### State Relations:

The 2016 legislative session commenced with falling oil prices and diminishing state revenues. The LFC and DFA predicted \$293 million of "new money" in August 2015, and when the final version of the bill was signed, the budget for FY 17 was \$7 million below the previous year's budget. The legislature harvested \$221 million to backfill agencies budgets and offset mandatory spending increases from entitlement programs and ended the session with \$346 million in reserves for FY 16 and \$354 million in reserves for FY 17.

- I&G Budget:
  - Main Campus, \$18,561,200, a -\$5,652,000 decrease or -2.96%
  - Medical School, \$60,816,400, a -\$1,889,200 decrease or -3.03%
  - Gallup, \$8,961,700, a -\$360,600 decrease or -3.87%
  - Los Alamos, \$1,816,800, a -\$69,200 decrease or -3.67%
  - Taos, \$3,448,600 a -\$96,300 decrease or -2.72%
  - Valencia, \$5,423,900 a -\$172,000 decrease or -3.07%
- Research and Public Service Projects:
  - Main Campus, \$9,224,500, a -6.24% decrease
  - Health Sciences Center, \$32,739,100, a -2.63% decrease
  - Branch Campuses, \$604,100, a -3.01% decrease
- General Obligation Bonds (GO) and Severance Tax Bonds (STB):
  - Six GO Bond projects were funded for \$42,500,000 and 18 STB projects were fund for \$3,254,900 across all UNM institutions

### Federal Relations:

The goal of the federal relations effort is to create awareness, build relationships and generate support that will result in increased opportunities for student success, research and healthcare. The federal environment has changed creating opportunities for the university to work more closely with federal department and agencies. Our recent plans and efforts reflect that change. While there are challenging times with Congress, our Delegation continues to be helpful and supportive of our efforts. They have provided numerous letters of support for grant applications, have intervened on our behalf on issues and opportunities important to UNM, provided assistance to our programs including our global initiatives, research, and healthcare, and keep us informed of opportunities and issues impacting higher education and UNM.

## II. OVERVIEW

The Office of Government and Community Relations (OGCR) represents the interests of the University of New Mexico by serving as the University's lead advocate with elected and appointed officials, their staffs and government bodies. By building and strengthening relationships with local, state and federal government officials, OGCR encourages investment in and support for UNM, its programs and its initiatives.

## III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

### State Relations:

- Analyze, advocate, and strategize on all legislative issues affecting UNM, including HSC, UNMH, law school, athletics, and branch colleges during the interim and legislative session.
- With administration and 8 constituency groups, engineered and evaluated UNM's outcomes from the 2015 New Mexico State Legislative Session for FY 15 which ended March 2015:
- I&G Budget:
  - Main Campus, \$185,612,00, a -\$5,652,000 decrease or -2.96%
  - Medical School, \$60,816,400, a -\$1,889,200 decrease or -3.03%
  - Gallup, \$8,961,700, a -\$360,600 decrease or -3.87%
  - Los Alamos, \$1,816,800, a -\$69,200 decrease or -3.67%
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  - Branch Campuses, \$604,100, a -3.01% decrease
- General Obligation Bonds (GO) and Severance Tax Bonds (STB):
  - Six GO Bond projects were funded for \$42,500,000 and 18 STB projects were fund for \$3,254,900 across all UNM institutions
- Continuously met and worked with the senior management team, executive cabinet, each College Dean, department head, and the 8 UNM constituency groups to continue to develop long term legislative agendas
- Oversaw the legislative priority selection process and worked with the Provost, HSC Chancellor and Executive Administration on identifying the 2016 Legislative Priorities
- Met with government relation representatives from all 8 constituencies on a monthly basis, presidents, and deans' council quarterly and full boards on a bi-annual basis
  - Worked with UNM Alumni Association on the strategy and coordination of the home legislative receptions
  - Provided support to the eight constituent groups with regard to legislative engagement
- Developed 2016 interim committee legislative agenda
- Monitored and attended 27 interim committees regarding legislative issues impacting UNM and higher education, and coordinated 68 presentations on UNM programs that are a service to the state, and from faculty and staff providing expertise on issues and topics pertinent to various committees



- Frequently met with elected and government officials to develop rapport and educate them on UNM issues
- Collaborated with the political science department on the OGCR student internship program for undergraduate students by providing student success funding for 13 students to participate in the program
- Liaison for the University to meet and work with budget staff at the Legislative Finance Committee, Department of Finance and Administration, and Higher Education Department on a monthly basis and daily basis for budget development, recommendations and final appropriation/operating budget
- Helped coordinate UNM Day at the State Capitol
- Prepared President for budget hearing to the Legislative Finance Committee prior to the beginning of 2016 Legislative Session
- Led all UNM budget efforts during the 30 days session on behalf of the I&G and the new higher education funding formula, special projects, capital outlay funding through the severance tax bond and general obligation bond
- From January to March, maintained the bill tracker for the legislative session. Monitored the daily update of over 350 pieces of proposed legislation action
  - Legislation was grouped in the following categories: UNM Related, Main Campus, HSC, General Appropriation, Capital Outlay, Human Resources, and Other and made available on the department website for the university community
  - Maintained an internal bill tracker highlighting the most pertinent bills for the legislative team to follow
  - Identified, and coordinated, university presenters on impacting proposed legislation heard in committee hearings
  - Coordinated the work with Legislative Council Services to draft UNM sponsored proposed legislation
  - Tracked committee hearings and votes and worked with committee staff to schedule bills on committee agendas for hearings
- During the 30 day legislative session provided a weekly legislative briefing in Santa Fe to the UNM high level administrators, constituent group representatives, College Deans, and UNM community
- Provided daily updates on proposed legislation progress, notified UNM constituencies of all committee hearings, and provided real time reports on committee actions through OGCR Department listserv
- Participated and presented legislative updates to the senior management team, executive cabinet, direct reports, and the regents

#### **Federal Relations:**

- Big success for effort to initiate and increase federal grants opportunities for College of Education. Organized meetings with Department of Education, National Institute of Child Health and Human Development, NIH and NSF for COE Dean and 5 COE researchers. To date, COE received \$1 million competitive grant attributed to the trip
- As a result of the efforts to include language in the appropriations bill creating an additional Indians into Nursing Center, College of Nursing competed and was awarded funding for the new Center

- Coordinated visits to Washington, DC to brief and submit requests to NM Congressional offices as well as Congressional committee staff on programs and issues related to HSC, HSI funding and services, international programming and opportunities, work with federal agencies, and public television
- Coordinated with UNM professor, Dr. Glenabah Martinez, to present testimony before the Senate Committee on Indian Affairs
- Followed issues such as: Moonshot, STEM OPT, Overtime rule, Microlabs, HEA, ECHO, campus safety, COMPETES, financial aid
- Worked with federal relations lobbying and collaborated with HSC, Deans and OVPR on the development of federal relations plan and priorities. The federal priorities package was developed based on university focus areas, information from the federal meetings, and input from the Congressional offices. The package included recommended appropriations language for nine UNM main campus and HSC projects – Indians into Nursing, Indians into Medicine, Birth Cohort Study, High Energy Density Physics, Nuclear Energy University Program, Enhancing Technology Transfer Activities with DOE, Poison Control Center, Minority Health Disparities, and Prescription Opiate Abuse Study
- Represented UNM and HSC in a leadership capacity on the government relations section of our national university member organizations
  - Director serves on the HACU Government Relations Committee
  - Director serves on the APLU Council of Governmental Affairs
- Congressional Delegation and Agency Leaders– Arranged and implemented numerous briefings, tours and meetings for Delegation Members and their staff:
  - Annual Advocacy trip to DC with President Bob Frank, Executive Vice Chancellor Richard Larson, and Vice President for Research Gabriel Lopez
  - President and VPR and met with Lieutenant General Frank Klotz, United States Air Force (Ret) and Administrator for the NNS
  - Melanie Kenderdine, Director of the Office of Energy Policy and Analysis, and Energy Counselor to the Secretary of Energy
  - Briefing on campus for Senator Martin Heinrich’s new chief of staff, Joe Britton
  - Regular meetings with district and state staff
  - Periodic briefings and tours on campuses for DC Congressional staff
  - Brought staff to campus for events and briefings
  - Congressional staff briefing on DOJ investigation and reorganization of the learning center
  - Visit by Senator Udall’s science and technology lead, Kevin Cummins to Sevilleta Field Station
  - Organized UNM HSC participation in roundtable discussion on Zika, led by Congressman Ben Ray Lujan

- Facilitated input by HSC’s Dr. Kristi Watterberg on the Promoting Life-Saving New Therapies for Neonates Act, co-sponsored by Congressman Ben Ray Lujan
- Letter Coordination
  - Coordinated with our delegation for their support on Dear Colleague letters on issues important to UNM
  - Coordinated with campus and HSC leaders to sign UNM on letters urging action on important UNM issues
  - Issues included: star ratings, HOPD, NIH appropriations, NSF EPSCoR, ECHO, DSH payments, HSI and MSI, HPNEC, NEA, and NEH
- Developed and implemented plans, with the research office, to increase grant opportunities for our researchers
- Worked with Global office to develop plan to increase the number of international students attending UNM and assisted with issues for our international students. Targeted key countries with strong international programs and funding. Coordinated meetings with officials at the corresponding Embassies: Oman, Peru, Spain, India, China, United Arab Emirates, State of Qatar, Croatia, Vietnam, and Mexico
- Hosted university federal government relations professionals from throughout the country in Albuquerque for the APLU Council of Governmental Affairs

### **Publication and Outreach:**

- Maintained and expanded the OGCR website to keep the university informed of legislative issues affecting them
  - Maintained user friendly bill tracking system for the website
  - Maintained a live interactive calendar
- 2016 Legislative priorities booklet
- “How to talk to Legislators” pamphlet
- 2016 Session briefing cards
- State Legislators and NM Delegation district maps showcasing UNM Alumni, undergraduate and graduates in their district
- Represented UNM and HSC in a leadership capacity on the government relations section of our national university member organizations
  - Director serves on the HACU Government Relations Committee
  - Director serves on the APLU Council of Governmental Affairs

## IV. CURRENT PROJECTS

### State:

- Continue to analyze, advocate and strategize on all legislative issues affecting the university, including health sciences center, university hospital, academic units, law school, athletics, and branch colleges during the interim and legislative session
- Working with the students on lottery scholarship solvency; advance the students legislation
- Continuously met and work with the senior management team, executive cabinet, each College Dean, department head, and the 8 UNM constituency groups to continue to develop long term legislative agendas
- Oversee the legislative priority before and during the legislative session
- Continue to meet with government relation representatives from all 8 constituencies on a monthly basis, presidents and deans' council quarterly and full boards on a bi-annual basis
  - Coordinated the student legislative orientation at the State Capital: January 2017
  - Continue to provide support to the eight constituent groups with regard to legislative engagement
- Attend interim committees regarding legislative issues impacting UNM and higher education, and make presentations on UNM programs that are a service to the state, and from faculty and staff providing expertise on issues and topics pertinent to various committees
- Frequently meet with elected and government officials to develop rapport and educate them on UNM issues
- Collaborate with the political science department on the OGCR student internship program for undergraduate students by providing student success funding for thirteen students to participate in the program
- Liaison for the university to meet and work with budget staff at the Legislative Finance Committee, Department of Finance and Administration, and Higher Education Department on a monthly basis and daily basis for budget development, recommendations and final appropriation/operating budget
- Help coordinate UNM Day at the State Capitol
- Prepare President for budget hearing to the Legislative Finance Committee prior to the beginning of 2017 Legislative Session
- Lead all UNM budget efforts during the 60 days session on behalf of the I&G and the new higher education funding formula, special projects, capital outlay funding through the severance tax bond and general obligation bond
- From January to April, maintain the bill tracker for the legislative session. Monitored the daily update of proposed legislation action
- During the 60 day legislative session provided a bi-weekly legislative briefing in Albuquerque to the UNM high level administrators, constituent group representatives, College Deans, and UNM community

### Federal Relations:

- Increase our efforts to impact legislation, grant opportunities and appropriations language to provide wider opportunities for the university's research and student services capabilities

- Serve in leadership roles with our member university organizations to increase knowledge and opportunities for UNM
- Organize trips to specific federal agencies, identified by the Provost, VPR, and college and school deans, for researchers and young faculty looking to increase their grant opportunities. One trip will be follow up to COE efforts and one to focus on arts and humanities
- Coordinate meetings with key UNM administrators to meet with Agency officials, NM Congressional Delegation Members and staffers, and committee staffers on UNM Federal initiatives, policies and issues
- Work with federal relations lobbyists in Washington, DC to coordinate UNM efforts

## **V. FUTURE PLANS/GOALS**

The Office of Government and Community Relations is working to increase our awareness and involvement with the local governments, the State, federal governments, and the greater Albuquerque community.

## **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

There were no personnel appointments or separations for FY 15-16.



## FY 2015-2016 Annual Report

# Human Resources

Submitted by:

Dorothy T. Anderson, Vice President of Human Resources

<https://hr.unm.edu>

## Mission and Vision

### Mission

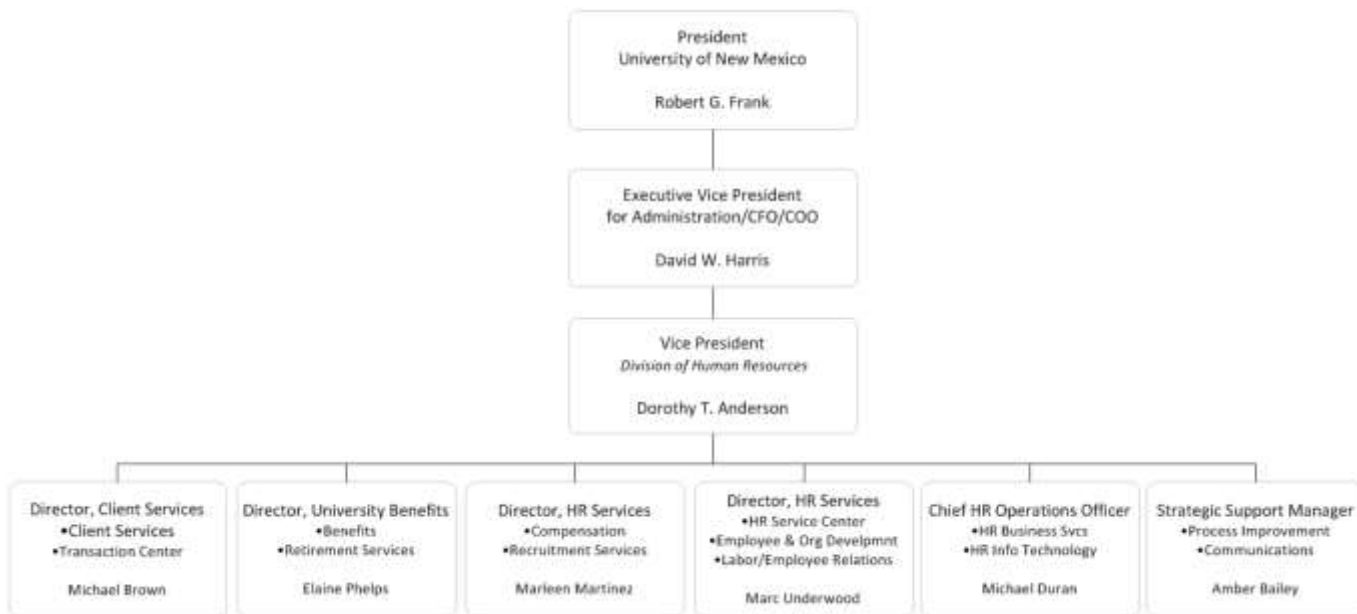
As a strategic partner, we support the University’s success by:

- Providing guidance, tools, and processes to foster a culture of workforce effectiveness.
- Designing, implementing, and promoting a total rewards program that attracts and retains high quality employees.

### Vision

To create an environment where great people thrive and excel.

## Organizational Chart



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## I. EXECUTIVE SUMMARY

The Division of Human Resources (HR) is a central administrative unit operating under the primary direction of the Executive Vice President for Administration, Chief Operating Officer, and Chief Financial Officer. HR serves the UNM community locally and across the State in support of a range of staff and faculty personnel needs.

FY 2015-2016 was a pivotal year, as HR underwent an organizational review by an outside firm, Sibson Consulting. Representatives from Sibson assessed the HR organizational structure, staffing levels, and service delivery approach. The study helped identify some key positions that could be utilized differently to support the division's goals and create a more balanced organizational structure allowing for succession planning.

While strengthening our staff structure, FY 15-16 required some additional work for compliance with new and revised government regulations. The Affordable Care Act (ACA) required that UNM send out Form 1095-C to verify employer-provided health insurance was offered and/or provided. Approximately 11,000 forms were distributed and reported to the IRS. The ACA provisions also continued to impact Student Health plans and UNM moved to self-insurance for these plans. The Affirmative Action Plan Reporting process was reviewed and Jackson Lewis Law Firm was hired to assist in determining the findings from UNM's data. Efforts are ongoing to ensure equal employment opportunities are being made available. Finally, Human Resources and the Payroll Department began preparing to make significant changes with regard to the exempt salary threshold change per the Fair Labor Standards Act ruling issued May 2016.

In FY 15-16, many non-standard benefits were made available to employees that HR had a part in administering. A premium holiday was granted in December 2015 where employees realized an increase in take-home pay due to no medical premium deductions. A one-time payment of \$550 was approved by the BOR for employees who met merit, time in position, and certain salary criteria. A Wellness Incentive was kicked off that will allow employees to take part in a health checkup to receive a \$200 credit against their medical benefits premiums. The Benefits department also initiated a Financial Wellness Program that began with the introductory sessions titled 'Financial Fitness Forum' and 'Financial Literacy Workshop.' The introductory programs were a success and the Financial Wellness Program is being expanded into regular monthly sessions for FY 16-17. These sessions will be available to both employees and retirees.

Another area of significant growth for HR was in the training area. ULead, a new leadership program, was released in Spring 2016. It is designed to help staff become better leaders by integrating staff feedback on leadership and development needs, utilizing leadership development best practices, and supporting Vision 2020 initiatives. In regard to federal mandatory training, UNM updated the training sessions on basic annual safety and preventing discrimination and harassment. The refreshed sessions include modern animated scenarios, skill practices, and closed caption capability.

Process improvement was another large focus area within HR. A project kickoff was held July 2015 for the new UNMJobs applicant tracking and position management system, also known as TMS (Talent Management Suite). TMS is powered by Cornerstone OnDemand. The Cornerstone product is undergoing customization and integration with UNM systems and processes to replace the current UNMJobs system managed by PeopleAdmin. This project touches all areas of the University, and

Human Resources is excited to be partnering with other key areas of campus to see this product through to implementation in 2017. In addition to the work being done to refresh the jobs portal, HR completed the implementation of a new and modern website. The site went live August 2015 and features a more content rich layout with improved navigation. All elements were configured in coordination with the new branding standards. Finally, another large undertaking that occurred was the implementation of the Banner Document Management System (BDMS). BDMS is the electronic filing system the University uses to retain personnel documents. HR has been hard at work to transition paper files to electronic files for increased document security and control.

### **Budget Summary**

The Human Resources Division budget is utilized in support of hiring and recruitment of staff for employee compensation, benefits, and training for the University faculty and staff. In addition, the HR Division budget is utilized to provide strategic guidance, consulting support, and compliance support for the various departments of the University. HR strives to utilize the budget to provide services and individual support to UNM employees in numerous aspects of their personal life, including health, wellness, and financial information. HR's operating budget for FY 15-16 totaled \$6.2M. The primary sources of funding for HR are I&G (34%), general institutional services (30%), and internal service center funding (14%). Other sources of funding (22%) for HR include Misc. Services, Misc. General, General, and Balance Forwards. The majority of HR's expenditure budget includes salary & benefit costs (\$5.2M).

## **II. OVERVIEW**

HR provides a full range of high-quality services, products, tools, and programs to customers, including staff, faculty, retirees, dependents, and applicants. As a team, we develop, implement, interpret, and administer HR policies, procedures, practices, and external regulations. Each area within HR has contributed to this year's success. The following descriptions discuss the primary functions and contributions of each department.

### **HR Administration**

The HR Administration office houses the Vice President of the Division of Human Resources who serves as a member of the University's Executive Cabinet. The Vice President oversees all aspects of the division, providing leadership and direction on strategic initiatives. She works closely with the UNM President, Provost, Executive Vice President for Administration, and the Chancellor for the Health Sciences Center.

The Vice President and Administration office staff assists with University executive searches, administers executive contracts and compensation packages, establishes strategic organizational change, manages employment and benefits compliance matters, and develops cost containment strategies. Additionally, HR Administration oversees HR communications, process improvement initiatives, proposals for University-wide training, performance management, Request for Proposal processes, classification and compensation studies, policy proposals and modifications, and division purchases. HR Administration also facilitates the annual Service Award Ceremony, a staff recognition event.

## Benefits and Retirement Services

Benefits and Retirement Services administers benefits for staff, faculty, the Health Sciences Center clinical faculty, resident physicians, affiliate 501(c)(3) organizations, Pre-65 and 65+ retirees, and dependents of employees, covering over 12,000 lives. Benefits offered to employees include medical, dental, vision, life, long-term disability, short-term disability, accidental death and dismemberment, flexible spending accounts, long-term care, and education benefits. The Benefits and Retirement Services department leads the Request for Proposal (RFP) process for employee benefits, including evaluation of proposals, selection of carriers, and production of vendor contracts. Each semester, approximately 300 students receive the dependent education scholarship, and approximately 1,200 employees take advantage of the Tuition Remission Program. Benefits and Retirement Services also ensures that all benefit programs are in compliance with state and federal regulations. Additionally, they administer the RFP process and ensure regulatory compliance for student health insurance.

Benefits and Retirement Services provides educational and administrative services for active employees, employees preparing for retirement, and employees who have retired from UNM. This department hosts the Financial Wellness Program (a new initiative), the Retirement Vendor Fair, and provides multiple retirement classes throughout the year for active employees. Benefits and Retirement Services coordinates onsite visits from UNM retirement vendors, who educate employees and answer their questions about UNM's 403(b) and 457(b) supplemental retirement plans. This department also conducts an annual Open Enrollment for 65+ Medicare-eligible retirees.

## Client Services and Transaction Center

HR Client Services is comprised of two (2) major functions: HR Consulting and the Employment Transaction Center. The HR Consultants provide guidance and consultation to clients on employee relations, performance management, conflict/problem resolution, compliance with employment laws and regulations, and University policies. They consult with constituents on strategic workforce planning, employment, recruitment, and compensation including reclassifications, career ladders, and temporary and permanent salary adjustments. The Consultants work closely with Legal Counsel on EEOC and HRD claims, and provide consultation to departments regarding severance and settlement discussions. They develop, design, and train clients with regard to general and specific HR policies, procedures, and best practices.

The Transaction Center provides technical support to the University community on Banner HR/Payroll. They primarily process employment transactions to include applicant tracking and Banner data entry, conduct post audit reviews on employment transactions, manage new hire documentation and creation of jobs in the Banner system, provide consultation and training on processing of Electronic Personnel Actions and time entry, process Vital Error reports, provide consultation on Banner Authorization Requests, oversee Position Management in the Banner system, administer the FastInfo Knowledgebase, participate in testing, troubleshooting and problem resolution in the development and maintenance of specialized HR databases, enterprise resource planning systems, computer software systems, and manual/electronic filing systems. Finally, they gather and conduct data analysis on various operational and HR items, generate periodic ad hoc summary reports, assist in reconciliation of reports, research and resolve data discrepancies, and provide consultation to the Employment Area Leads (EAL) group.

## **Compensation**

Compensation develops, administers, and ensures quality management of all institutional compensation policies, guidelines, and procedures related to UNM staff employees. They develop and maintain the institutional staff salary structure, and serve as the principal institutional source of consultative expertise on all staff classification and compensation matters. The department designs and implements strategic, institutional compensation initiatives based on frequent studies of job markets and general compensation trends, internal staffing trends, and researched cost-benefit analyses. This department provides expert consultation on best practices, compliance with University policy and state and federal compensation laws, and client management in the resolution of complex day-to-day classification/compensation issues and concerns. The Compensation department designs and conducts University-wide staffing and classification review studies, manages the processes of position classification and position description, and oversees the design of policies, processes, and procedures for staff Career Ladders, Reclassifications, and non-routine salary adjustments.

## **Employee and Organizational Development (EOD)**

EOD provides the UNM community with the tools to bridge gaps between potential and performance, enhancing the performance of an organization and the well-being of its members. Tools include online and in-classroom competitive learning, organizational consultation, coaching, and systematic customized activities designed to provide an organization's members with the necessary skills to meet current and future job demands. EOD provides targeted solutions to enhance leadership and skills development as well as manages the annual performance review process. EOD also manages Learning Central, an online training course catalog. The catalog includes over 200 courses for career development, effective communication, performance excellence, and leadership fundamentals. All EOD courses are free to UNM employees. EOD organizes and facilitates Lobo U – UNM's New Employee Orientation (for staff), the Leadership Bite Series, 21 Leadership Development Courses, ULead, and the Professional Development series.

## **Employee Health Promotion (EHP)**

EHP is a comprehensive health promotion program offered to UNM benefits-eligible employees and their dependents. EHP services are a proactive approach to reducing medical care costs attributed to illness or injury related to unhealthy lifestyles. Health Education Consultants work with department wellness ambassadors to help support and sustain a healthy culture by initiating wellness programs and offering guidance and recommendations. This department also oversees several campus-wide initiatives, including LoboTrails, Healthy Vending, Take the Stairs, Jackpot Challenge, Lifesteps Weight Management Program, Onsite Preventive Health Checkups, Preventive Health Days, Stadium Stair Challenge, and the Wellness Ambassadors program. EHP also supports community outreach programs such as Operation Gratitude, Lobo Pantry, and World AIDS Day. Whether through fitness assessments, health education courses, or one-on-one consultation sessions with a health educator or registered dietitian, EHP is committed to wellness and well-being at UNM.

## **HR Finance & Business Services**

HR Finance oversees the financial activity and accounting operations of the Division by planning and developing comprehensive operating budgets (i.e. instruction, general, capital, public service, internal service, and non-endowed spending endeavors), for a wide range of activities. This department manages the day-to-day finances of internal operations and institutionally managed funds of approximately \$98 million dollars.

HR Business Services supports UNM's Enterprise Resource Planning (ERP) systems by initiating and managing projects that implement new applications, upgrading and enhancing current systems, and by improving HR processes through the use of technology. By working closely with partner administrative offices such as Payroll, Budget, and the other employment areas, this department coordinates the development and implementation of tools and systems that increase efficiency and effectiveness in business practices. Effectively communicating new processes and providing support to department users is accomplished through campus-wide informational sessions, focus groups, surveys, and web-based job aids.

## **HR Information Technology (HRIT)**

HRIT develops and maintains the HR/Payroll (HR/PR) operational data store - including views, queries, dashboards, and reports - used by appropriate members of the Division and the campus community. This department supports the desktop and hardware needs of approximately 71 employees, and is responsible for providing the Division with the most current tools to carry out daily business. HRIT is also instrumental in the development and maintenance of the HR website. HRIT manages the Banner HR/PR and other related ERP system upgrades, including user acceptance testing. HRIT performs the process to freeze applicable data used to prepare IPEDS and AAP reporting. HRIT provides technical support for UNM's ERP systems in collaboration with HR Business Services.

## **Labor and Employee Relations**

Labor and Employee Relations works as a specialized consultant area for employee and labor relations cases and compliance issues. This department also facilitates collective bargaining with UNM's three unions, and serves as a liaison between the University and the unions to preserve an effective working relationship. Employee Relations also represents management in labor proceedings and elections. Employee Relations is responsible for drafting a majority of HR-related policies, including benchmarking and regulatory reviews. They monitor proposed legislation that affects HR processes. Employee Relations also handles specialized projects and functions, such as the exit interview process, performance management, and acts as the designated employer representative for drug testing. Employee Relations also conducts investigations on HR-related matters submitted primarily through the anonymous hotline.

## **UNM *Temps* and Recruitment Services**

UNM*Temps* and Recruitment Services work with departments to address staffing needs. UNM*Temps* is an internal temporary staffing service that provides departmental hiring assistance, including posting temporary positions, sourcing, screening, endorsing, and onboarding candidates for various temporary and temporary-to-regular assignments throughout the University. Additionally,

UNM*Temps* oversees and administers the Youth Summer Worker and Academic Internship Programs, giving departments the ability to hire high school and non-UNM college students in mutually beneficial paid internship opportunities at the University of New Mexico. Both programs provide student recruitment opportunities by highlighting UNM as an employer and higher education institution of choice. Recruitment Services assists departments with recruitment and hiring of critical, hard-to-fill staff positions (regular, term, and contract). They maintain an internal direct placement recruiting service, which includes posting positions, advertising, sourcing, interviewing, endorsing, coordinating interviews and travel, negotiating offers, and onboarding. They also assist departments in creating recruitment plans, to include providing advertising recommendations, reviewing posting language and providing recommended edits, and processing of advertising requests. Both UNM*Temps* and Recruitment Services represent the University at various community meetings, events, and career fairs in an effort to promote UNM's in-house staffing services.

### III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

Through the daily operations, special projects, and attention to strategic goals, the Division of Human Resources achieved a number of noteworthy accomplishments during FY 15-16 in relation to the four overarching goals.

1. **Workforce Effectiveness:** Foster a culture to enhance workforce effectiveness by building partnerships, competencies, and expertise.
2. **Total Rewards:** Support and promote a total rewards program that attracts, retains, and develops high quality employees.
3. **Metrics:** Create metrics to monitor institutional trends and HR organizational effectiveness.
4. **Continuous Improvement:** Improve HR processes, systems, use of technology, and infrastructure to provide a high level of efficiency, quality, and cost effectiveness.

#### HR Administration *Accomplishments*

In addition to the other major accomplishments within the Division of Human Resources, the following projects were managed and completed centrally by the HR Administration office.

1. **HR Newsletter Redesign**  
In Fall 2015, Screen Reader capability was added to accommodate those who are visually impaired.
2. **HR Organizational Review**  
Sibson Consulting was contracted to provide an objective and independent assessment of the HR structure, staffing levels, and service delivery approach. The overall purpose was to develop an implementation plan or roadmap with a fact-based foundation to realign the HR strategy, mission, and values with UNM's objectives. The study was completed October 2015.
3. **HR Rewards and Recognition Program**  
The HR Seniors team created and kicked off an internal rewards and recognition program

for regular HR staff. This was done in part to offset the history of low salary increases by providing a rewards (tangible, transactional, and consumed) and recognition (intangible, relational, and experienced) program for the division. The program has recognition components at many levels – a daily Catch Me at My Best recognition card, a quarterly traveling trophy, and an end of year cash reward. The program was implemented during the first quarter of 2016.

4. **HR Service Center Remodel**

The HR Service Center located at 1700 Lomas Boulevard was remodeled to provide a safer and more secure environment for the Service Representatives. Additionally, panels were installed separating the service areas so customers would have privacy while discussing personnel matters. The remodel was completed July 2016.

5. **Internal Resource Revisions**

HR reviewed and updated several central processes including a total revamp of the HR New Employee Handbook, updates to several Standard Operating Procedures, and a cleanup of the central department shared drive.

6. **Reports To Banner Field Implementation**

Worked with University organizational units to identify true supervisory relationships for capture in the Banner administration system. These reporting relationships will be used for automated notices and routing of electronic documents as needed. The data collection was complete July 2016, and the implementation for the use of this field is underway within several systems such as HR Reports, Learning Central, and the new Talent Management System that will administer the staff evaluation process.

## **Benefits and Retirement Services**

### ***Accomplishments***

1. **Affordable Care Act (ACA) – IRS Form 1095-C Issuance**

Per the ACA Employer Shared Responsibility Provision, UNM was required to prepare and issue IRS Form 1095-C to all full-time employees, including the employees enrolled in the UNM Medical Plan and their dependents. The Benefits Department sent almost 11,000 1095-C forms to current and past employees, retirees, and COBA participants. All 1095-C forms were distributed in compliance with the IRS deadline of March 31, 2016. Subsequent corrections and reporting was completed with the IRS by June 30, 2016.

2. **Benefits Strategic 3-5 Year Plan**

Aon, UNM's Benefits consultant, assisted UNM in establishing a successful 3-5 year benefits strategy. Aon interviewed stakeholders throughout HSC and Main Campus in September 2015, and then presented a Gap Analysis of current state compared to future state, and a draft multi-year tactical strategy. Subsequently a Mission Statement, Guiding Principles, Goals, and an Objectives Statement were prepared, along with a report including a Tactical Action Steps Plan.

3. **Elimination of 15-Day Enrollment Waiting Period**

The 15-day waiting period for benefits enrollment was eliminated for new hires effective July 1, 2016. Employees may now enroll as early as the first day in their new benefits-eligible

position.

**4. Financial Fitness Forums**

Sessions discussing various forms of financial fitness were made available to the UNM community on both Main and North Campus in March 2016. The Benefits department has taken on an active role to help employees make sound decisions regarding their finances.

**5. Financial Literacy**

In March 2016, a supplemental retirement plan vendor provided a Spanish-speaking representative to present a Financial Literacy workshop to employees in the Housing and Physical Plant Department.

**6. Graduate Student Health Insurance**

AIG continued to be UNM's Insurance Carrier for the Student Health Plan. UNM worked with internal legal counsel, New Mexico's congressional delegation, and other national higher education organizations to provide input for future legislation/guidance regarding the applicability of certain ACA provisions to Student Health Plans.

**7. Long Term Care**

Effective July 1, 2016, employees began paying their Long Term Care (LTC) premium on a voluntary basis at the current age band rates in the policy. Employees participating in LTC prior to July 1, 2016 were able to keep the age banded rate schedule in place prior to July 1, 2016, which is slightly lower than newly eligible employees who elect to participate beginning July 1. The contract between Unum and UNM was revised and signed. New policies were received. Part-time employees and those in their waiting period as of July 1 were allowed guarantee issue for enrollment for 60 days beginning July 1. Part-time employees and those in their waiting period paid voluntary rates that are on file with the OSI.

**8. NMERB Stakeholders Review of Return to Work Rule**

Reviewed exception rule to change the "layout period" required before a retiree is allowed to return to work.

**9. Open Enrollment Preparation for 2017**

Using internal resources, Benefits has prepared for, tested, and implemented process efficiencies that will provide more resources to directly assist customers.

**10. Premium Holiday**

A premium holiday was granted to employees in December 2015 where no medical deductions were taken out of employee paychecks.

**Client Services and Transaction Center**

***Accomplishments***

**1. BDMS Compensation Document Attachments**

Creation of specific compensation repository in BDMS that allows for HR to attach documents directly into the BDMS database.



2. **EPAF Email Notification for Missing Payroll Deadlines**  
Generation of emails informing departments that their EPAF has been deleted for missing payroll deadlines.
3. **HSC Financial Services Incentive Plan**  
In coordination with Payroll and the HSC Finance and Administration and Contract and Grant Accounting departments, HR created and piloted a one-time incentive payment plan for HSC Financial Services directors. The directors received a small salary increase when a pre-determined goal was met. There was a three goal maximum. The payment plan was in place by July 2015.
4. **OneSource Updating**  
All HR OneSource instructions for staff processes were updated. This was completed in relation to updated processes and procedures as well as in compliance with an audit finding.
5. **Student Background Checks**  
The process for conducting background checks for student employees was transitioned to the Student Employment office where student hires take place.

## **Compensation**

### ***Accomplishments***

1. **AAP Reporting RFP**  
Worked with vendor to produce six Affirmative Action Program reports for a potential of three years to include staff and faculty data.
2. **Classification Reviews**  
Conduct a comprehensive review of UNM staff position classifications within the following job families: Accounting, Data Manager Series, Information Technology, and Legal Series, and implement changes as needed that compare to market data.
3. **EEO-6 Job Description Update**  
Updated existing codes on job descriptions based on findings from Jackson Lewis Law Firm.
4. **Job Change Reason Code Creation**  
Created job change reason codes (JCRE) to assist with more accurate position reporting.
5. **Job Description Build in Banner**  
Identified job description information to be stored in Banner that will feed to the new UNMJobs system for applicant tracking and performance management.
6. **Mass Salary Update Exceptions**  
Reviewed and analyzed all mass salary exception requests for the Provost and EVP Administration organization.
7. **Staff Recognition and Incentive Programs Resource**  
Compiled a central resource (website) discussing monetary and non-monetary types of recognition. The site consolidates a list of UNM Campus award programs, ideas for

incentive programs, ideas for recognition programs, and how to identify opportunities for recognition.

## **Employee and Organizational Development** ***Accomplishments***

### **1. HR Administrative Survey Data Analysis**

In July 2015, EOD lead a sub group of Direct Reports to review and analyze survey data. After completing an initial review of survey data and comments, the group formulated and finalized recommendations in August 2015.

### **2. Leadership Program Redesign**

Management Academy and Passport to Leadership programs were re-evaluated, as their content overlapped. EOD established new/revised programs to better meet client needs. The new/revised programs were benchmarked against UNM peers. EOD then identified skill gaps and courses, resources, or other organizations to provide solutions to the gaps. The new/revised programs were rolled out in January and February of 2016.

### **3. Lobo U Converted to Half Day**

EOD met with OEO and University Council to refine New Employee Orientation (Lobo U) and convert it to a half-day session. Employees now complete University-wide mandatory training online within 30 days of their start date. The first half-day Lobo U session was held on July 6, 2015.

### **4. Performance Evaluation and Planning (PEP) Form Pilot**

EOD piloted a new Performance Evaluation and Planning (PEP) Form with volunteer campus departments. The new PEP form was piloted and accepted, thanks to volunteer testers and their feedback. EOD will move forward with implementing the use of the new PEP form for evaluation year 2016 (calendar year 2017).

### **5. Student Employee Training Process**

Developed and standardized the student employee training process for UNM student employees. The new student employee training process was finalized and approved in December 2015.

### **6. ULead Program Kickoff**

Conducted two eight-week ULead cohort sessions in 2016 (Spring and Fall). The inaugural ULead session was held in Spring 2016. EOD identified and established Project Review panel members to evaluate the ULead spring and fall sessions, allowing EOD to make any needed adjustments in preparation for three ULead cohort sessions in 2017.

### **7. Upgrade of EOD Classroom Technology**

In August 2016, completed upgrade of all EOD classroom audiovisual capability to allow for better presentation quality and service to remote locations. Video panels for meeting room calendars were installed, to advertise the latest schedule updates and changes.

## 8. University Mandatory Training Report

In June 2016, EOD automated the University Mandatory Training report. The report updates nightly, has org security, and contains a complete, incomplete, and combined report section. Organizations have direct access to their organization's report through HR Reports.

## Employee Health Promotion

### *Accomplishments*

#### 1. Consultations Available for Purchase

Individual Fitness, Nutrition, and Health and Wellness Coaching

#### 2. Health Education Courses presented

Lifesteps Weight Management, Branch Campus Lunch n' Learns, State of New Mexico MyCD (Chronic Disease) Course, and topic-specific Fitness, Nutrition, and Stress Management Presentations.

#### 3. Programs and Committees

Wellness Ambassador Program, Johnson Center Expansion and Renovation Committee, Sexual Violence Task Force, LoboRESPECT, JED Campus Survey Committee, Massage Therapy Thursdays, Tobacco Free Campus Policy Task Force, Unified Wellness Alliance, Office of Campus Planning and Design Workplace Wellbeing Committee, Infused Water Wednesdays, COSAP Campus Drug Abuse Coalition, and UNM Sustainability Council.

#### 4. University Environmental Initiatives

Healthy Eats, Healthy Vending, Take the Stairs, LoboTrails, Lifespan Treadmill and Bike Work Station (NEAT) Initiative, and Varidesk Standing Workstation Pilot Grant Program.

#### 5. University-Wide Lifestyle Campaigns

Healthy Wage Jackpot and Health Enhancement Systems' Route 66 and Ola Ala online wellness challenges, Walk Out On Work Wednesday, and the UNM Stadium Stair Challenge.

#### 6. University Onsite Preventive Health Checkups

Offered a comprehensive wellness event at seven locations, to include branch campuses. Screening services provided by Catapult Health and Assured Imaging Mammogram Van.

## HR Finance, Business Services, and HR Information Technology

### *Accomplishments*

#### 1. Banner Document Management System (BDMS) – Personnel File Scanning

In July 2016, all previous personnel file documents were scanned in order to store them electronically. The BDMS team prepped 203 boxes pulled from UNM Archives and completed scanning of all files, including a 100% quality control review of the PDS scanned active and inactive files.

#### 2. ERB Eligibility for Contribution Process Change

Effective July 1, 2016, on-call and temporary employees working a FTE of .26 or more per

quarter became eligible to earn retirement credits with the ERB, and therefore were required to make ERB contributions. Employees in the affected categories were notified of the revised requirement, which replaced the former rule that stated that an employee did not make ERB contributions until they worked over 520 hours in a fiscal year. Reporting and tracking measures were put into place to ensure contributions are being made as FTE fluctuates.

3. **HR Reports Monthly Help Sessions**

Starting in January 2016, HR Reports Walk-in Sessions were established to assist users in person with their questions and challenges.

4. **HR Website Redesign**

For the first time in over five years, HR redesigned their website to feature a clean and modern look, streamlined content, and an enriched user experience. The website was presented/demoed to the Executive Cabinet on July 27, 2015, and fully transitioned to live on August 1, 2015.

5. **New UNMJobs Technology Implementation Team Established (AKA “TMS”)**

The TMS project kickoff meeting was held July 24, 2015. Employment Area teams were established representing faculty at Main Campus, faculty at HSC, UNM staff, and student employees. A project manager and technical lead were appointed, and a Steering Committee was assembled representing: HR, IT, Financial Services, Provost Office, EOD/Training, HSC Administration, and Student Financial Aid. The development of the new system continues, and more details can be found in the Current Projects section.

6. **Social Security Number Removal from HR Reports**

Removed Social Security numbers from all employee reports housed in HR Reports, with the exception of Benefits reports, due to a security audit. SSN removal was completed in August 2015.

## **Labor and Employee Relations**

### ***Accomplishments***

1. **Accommodation Web Resource**

Webpage created advising staff of the Americans with Disabilities Act, how a disability is defined under the Act, and how to request an accommodation at UNM.

2. **Catastrophic Leave Process Transition**

Transferred Catastrophic leave tracking process from Opinio to Banner Self-Service. Transferred administration of Catastrophic Leave from Labor/Employee Relations director to Client Services Consultants effective March 2016.

3. **Investigation Process Review**

Reviewed and updated internal investigation procedure guidelines and templates to align with best practices and new tracking methods within the Hotline reporting system.

4. **Participation in Governmental Guidelines and Regulation Proposals**  
Provided feedback on Fair Pay and Safe Workplaces Guidelines and Overtime Changes to the Fair Labor Standards Act. Feedback is to support or express concerns with proposals and how they will impact higher education institutions.
5. **Policy, Compliance, and Regulatory Issues**  
Developed and implemented a process for tracking, maintaining, updating, and communicating items that are being addressed in these categories.
6. **Union Dues Deduction Process**  
Addressed reporting and deduction issues for Political Action Committee COPE type. Communication Workers of America and Committee of Interns and Residents have agreed to electronic COPE deductions.
7. **Union Negotiations**
  - a. **CWA** – Agreements ratified on Article 7. Wages and Allowances, Article 9. Work Schedules, and Appendix B regarding a salary grade change for Accounting Clerks from 5 to 7. Agreement effective July 1, 2016 through June 30, 2019. MOU signed for Bus Driver summer hours. Drivers may maintain a 10-month work schedule or may bid for a 12-month work schedule based on seniority.
  - b. **POA** – Agreement ratified on Section 3. Uniforms, Section 15. Compensation, Section 22. Miscellaneous Benefits, Section 33. Internal Affairs, Section 37. Automatic Termination, Section 38. Promotions, and Section 47. Term of Agreement. Agreement effective July 16, 2015 - June 30, 2018.
  - c. **CIR** – Labor/Employee Relations assisted with negotiations of full contract.
  - d. **US-UNM** – Agreement ratified Sunday, August 23, 2015 on Article 12. Wage and Salary Administration including pay for final wages.
8. **Workers' Compensation Web Resource**  
Webpage created to provide guidance on how to manage employee injuries that occur on the job. Guides, forms, and template letters were created to assist employees and their supervisors with the process and knowing where to go and who to contact.

### **UNM Temps and Recruitment Services** ***Accomplishments***

1. **Direct Placement Hiring Cycle**  
As of July 1, 2015, Recruitment Services offers direct placement for staff positions and conducts the full hiring cycle for UNM departments using the services. Direct placement services eliminates administrative tasks associated with the hiring practice for departments, and provides screening, sourcing, and other recruitment needs for hard to fill positions.
2. **Professional Recruiter**  
Human Resources hired a dedicated Professional Recruiter to provide specialized recruitment services for clinical and other hard to fill positions.

## IV. CURRENT PROJECTS

### HR Administration

#### *Current Projects*

1. **Administrative Function Review: Main Campus and HSC Alignment**

The VPHR was assigned to lead an evaluation of the areas of strategic, finance, and communications and marketing. Aon was selected to conduct an objective review of approximately 22 positions working within those functions. The review is part of a larger administrative function review initiated by President Frank to identify where inefficiencies may be remedied to align the efforts of Main Campus and the HSC.

2. **Contract Process Review**

Review staff contract process and policy to identify potential areas where the annual renewal process can be simplified. Clearly identify the roles involved to streamline the overall process to reduce inefficiency and confusion in creation and routing of documents.

3. **FLSA – Implementation of Revised Overtime Rule**

On May 18, 2016, the Department of Labor released their final ruling on increasing the salary threshold that redefines exempt and nonexempt status. HR, Payroll, and IT are working together to implement the change, which requires approximately 900 employees to become nonexempt (from exempt), as well as an evaluation of other employees who will fall under certain job duties exceptions. This change has also triggered a review for reclassifications of certain positions that earn close to the new threshold and should remain exempt due to their job duties and expectations.

4. **Hiring Review Process**

As part of a budget action plan determined by UNM Leadership, effective October 9, 2015, a hiring review process was put into place. Guidelines were established requiring that all vacant regular staff positions be evaluated and approved for posting and hiring. The evaluation was to determine if the position, as requested, was the best way to satisfy UNM's business needs.

5. **Implementation of New Branding Concepts**

Following the rollout of new brand concepts by UCAM in January 2016, HR began to implement the concepts internally. To date, HR has rebranded Lobo U, UNMJobs, and employee Benefits documentation. As HR moves forward on rebranding specific functions, such as EHP/Wellness and UNM*Temps* & Recruitment Services, HR also continues to review all existing forms, brochures, flyers, and template documents used both internally and externally by our customers.

6. **IT Study Participation**

As part of UNM's initiative to review and assess the IT functions, the VPHR is working with a select group under direction of the President to identify ways to align processes and reorganize functional areas, if needed.

## 7. **Leave Policy Review**

Review current leave policy and compare with leave accrual rates and amounts with similar entities.

## **Benefits and Retirement Services**

### ***Current Projects***

#### 1. **ACA – Extend Benefits to Adjuncts and Temps**

In order to comply with the ACA Employer Shared Responsibility requirement to offer health coverage to at least 95% of full-time employees, and to ensure compliance with other federal and state regulations, UNM began providing benefits (except leave) to adjunct faculty and temporary staff working an FTE of .75 and above, with specified employment periods beginning July 1, 2016.

#### 2. **ACA – Student Health Insurance**

Based on competing federal and state regulations, UNM decided to self-fund the student health plan in order to continue paying coverage for graduate assistants. Additionally, the Benefits department has partnered with UNM Health to provide high touch customer service to students covered on the student health plan. This service includes UNM Health facilitating the transition of services from SHAC to the UNM Health network for students who need services beyond those provided at SHAC. Benefits has provided input and subject matter expertise to UNM Legal Counsel, several national higher education organizations, and the New Mexico Congressional Delegation to implement changes to the ACA, in hope of favorable regulatory guidance on issues, for example: to allow UNM to continue to pay 100% of graduate student insurance.

#### 3. **Financial Wellness Program – Ongoing Seminars**

Benefits and Retirement Services began providing financial wellness seminars for employees interested in learning more about how to improve their financial wellness. The seminars are held on Main and North campus as well as broadcasted online for our Branch Campuses.

#### 4. **Pharmaceutical Benefits for UNM Employees**

Continue to evaluate and identify opportunities where the College of Pharmacy can partner with Express Scripts to increase the value of prescription drug benefits to UNM employees.

#### 5. **Retiree Off-Boarding Modules**

Create modules to communicate pertinent retirement information to all employees who retire, whether or not they attend an HR retirement class or meet with an HR representative.

#### 6. **Retirement Plans Investment Committee**

Establish a committee to oversee the 403(b) and 457(b) Tax Sheltered Annuity Plans (Plans) investment strategies and options, service providers, plan fees, and compliance with the plan documents.

## **Client Services and Transaction Center**

### ***Current Projects***

- 1. AAP Annual Report**  
Working with OEO and Jackson Lewis to develop a sound process for completing the federally required annual report.
- 2. Academic Non-Credit Teachers as Staff**  
HR to take over the processing of TN Employee Class (Teaching Non-Credit) hires. Currently they are handled by Faculty Contracts but the position is not listed in the Faculty Handbook. Therefore, the processing of these will transition to the staff employment area.
- 3. New UNMJobs (TMS) EPAF**  
Group effort by HR, IT, Payroll, and the student and faculty employment areas to build and test Electronic Personnel Action Forms (EPAFs) to launch Banner/General Person onboarding tasks in TMS.
- 4. Resident Physicians EPAF**  
In coordination with Payroll, create a Resident Physician EPAF to allow Graduate Medical Education to process approximately 800 Non-Standard Payments electronically.
- 5. Restructure of Internal Case/Document Retention**  
Improve upon paper and electronic document retention and tracking for items such as compensation and disciplinary matters.
- 6. Salary Change EPAF**  
Create an EPAF that allows departments to submit salary change requests electronically.
- 7. Unemployment Response Process**  
Improve upon the unemployment response process by centralizing requests for accessibility by the Consultants. Review appeals in progress with NM Workforce Solutions to begin preparing responses earlier and review unemployment hearing results. Use results to establish standard responses for similar appeal situations.

## **Compensation**

### ***Current Projects***

- 1. FLSA Impact Analysis**  
Evaluate classification and employee data to identify potential options, impact, and strategy to address change in new exempt salary threshold per FLSA. Work with Client Services, Employee & Organizational Development, HRIT, Central IT, and Payroll to generate a project and communication plan timeline for implementation.
- 2. Job Description Conversion to New UNMJobs**  
Upload job descriptions into the new UNMJobs system (TMS). The initiative includes template design, data scrubbing, and extensive testing to ensure the templates work for



applicant tracking and position management.

**3. Job Titles Naming Convention**

Identify and ensure consistency in naming convention of position titles within job descriptions.

**4. Salary Structure Update**

As part of the Comp Study review, update salary structure resulting in narrow ranges to 100% range spread; requires changes in Banner and communication plan.

**5. Staff Compensation Guidelines Study – Data Review and Redesign**

Review existing guidelines, identify best practices within both industry and similar institutions. Establish recommendations of redesign in alignment with these practices. Contracted with Aon to serve as meeting facilitator, subject matter experts, and project lead through the various phases: 1. Discovery Stage, 2. Compensation Practices and Guidelines, 3. Approach to Education and Experience, 4. Review of Recommendations and Preliminary Report, 5. Executive Approval, and 6. Communication and Implementation.

**6. Total Rewards Evaluation by Aon**

Aon to provide Total Rewards analysis. Employee data has been provided to Aon for review along with salary survey data, which will aid in the analysis being conducted. Aon will work closely with Compensation on questions or clarification of data.

**7. Job Grouping Design**

Establish job groupings of like job classifications as the foundation on which the Affirmative Action Plan (AAP) would be reviewed. Consisted of review of 1,200+ job classifications, and the testing and upload of the job groupings in Banner.

**8. Affirmative Action Plan (AAP) Review**

In close collaboration with OEO, along with expert consultation from Jackson Lewis, review of staff hiring and compensation practices are underway. Results from the analysis will provide a baseline to establish action plans to address underutilization and compensation disparities.

**Employee and Organizational Development**

***Current Projects***

**1. Performance Review Redesign**

Lead efforts to complete the Performance Evaluation and Planning (PEP) pilot program. The PEP pilot form was approved for rollout to all staff for the 2016 performance review process. Ensure involvement from other HR constituents, and work with HRIT to remove all references to the previous performance review forms from the HR website. Communicate the PEP rollout through HR Agents, HR Newsletter, and various listservs.

**2. ULead Leadership Program**

As of September 7, 2016, the Fall ULead Session is underway. 21 people are enrolled, and their managers have been invited to participate in weekly virtual Managers Engagement Sessions.

### 3. **University-Wide Mandatory Training Compliance**

Implement and communicate the updated University-Wide Mandatory Training Policy (Policy 3290). Provide support to Executive Divisions in tracking University-wide mandatory training for all faculty, staff, GAs, and Student employees. Progress includes completion of the new mandatory training report, and the completion status pie chart is now automatically generated nightly and displayed within the HR Reports Dashboard page.

## **Employee Health Promotion**

### ***Current Projects***

#### 1. **Incentive Based Wellness Program**

Coordinating incentivized biometric screening events for UNM health plan employees to earn a premium differential. Catapult Health is implementing the screenings. After extensive prep work to ensure participant privacy and functional incentive distribution, UNM employees are signing up for/attending appointments from July 6 through October 14, 2016. Approximately 2,000 employees have made appointments or turned in primary care physician (PCP) forms. Employees have until November 14, 2016 to turn in a PCP form, if they prefer to get their biometric screenings from their primary care physician. The first incentives were applied as premium reductions in September 2016.

#### 2. **Tobacco Cessation Committee**

The Campus Office of Substance Abuse and Prevention (COSAP) received a grant from the State of New Mexico to transition UNM to a 100% tobacco-free campus. Employee Health Promotion (EHP) is participating in the revision of Policy 2250: Tobacco-Free Campus, and in activities to help implement this cultural change. The policy changes were sent to campus for a comment period, which has ended, and the amended policy has been signed and implemented. EHP participated in creating a 30-second public service announcement (PSA) on behalf of employee and student health on campus. The distribution of the PSA has been delayed; it is pending approval by the State. The goal of this taskforce is to make UNM a tobacco-free campus by Fall 2017.

## **HR Finance, Business Services, and HR Information Technology**

### ***Current Projects***

#### 1. **New UNMJobs Talent Management Suite (TMS) – Applicant Tracking and Onboarding**

Development with Cornerstone OnDemand continues in an effort to replace the applicant tracking system currently managed by PeopleAdmin. This fiscal year, the Employment Area Leads and the Technical Leads have conducted a discovery assessment, prepared work effort estimates, evaluated efficiencies to be gained, mapped out a workflow, built system templates (requisitions, pre-screening questions, application workflow, and offer letters), built inbound/outbound data feeds and EPAFs, and prepared for User Acceptance Testing and the integration of Position Description 9.2. The security model is being finalized and the career site landing pages have been created. The design team continues to finalize and test these processes as more functionality is gained and built.

2. **PEP Score Loading**

Assess PEP score loading from a spreadsheet. HR is exploring the possibility of loading evaluation scores via a pre-run spreadsheet, allowing the Service Center Staff to “find” the person, enter their score, and verify the Reports To more quickly and easily than individual Banner entry.

3. **Position Control**

HR will collaborate with OPBA on design and scope of implementing a position control model for efficient management of staff positions. HR Business Services is researching other Banner Universities to identify best practices that would work for UNM.

4. **Website Accessibility Review per ADA**

The Department of Justice released a preview of Title II guidelines for ADA web accessibility. HR is reviewing the Q&A piece and the “ADA Now” document provided by OEO to begin verifying compliance of the HR website and ADA website tools currently in place.

## **Labor and Employee Relations**

### ***Current Projects***

1. **Disciplinary Process & Policy**

Create a University-wide disciplinary process utilizing the information compiled in 2015. The end product will include internal processes, procedures, policies, tools, and training that will guide the implementation of the new disciplinary process. HR will partner with other functional experts, as appropriate. The process will include a recommendation for collecting data related to Employee Relations actions that may be developed in 2017. A policy draft is complete and HR has worked on some possible initial matrices, to be presented to the HR Consultants in August 2016.

2. **Exit Interview Process**

Research and develop a plan to redesign the UNM Exit Interview process. A final report will be based on researching other institutions and completed prior to December 2016. The report shall make recommendations for Exit Interview documentation, a means for administering the Exit Interview, and an annual report format that specifies a rollout plan of the findings, recommendations, and trends. Opinio is the system that was decided on as the platform for the Exit Interview process. Review of Exit Interviews from other universities is underway.

## **UNM Temps and Recruitment Services**

### ***Current Projects***

1. **Administrative Assistant Job Pools**

Re-establish Administrative Assistant job pools, which will allow for expedited temporary job placement in administrative job families. Job pools are being re-established based on metrics indicating the highest usage by UNM departments in related job classifications.

## 2. **Redesign UNM Temps & Recruitment Services Website**

Redesign the webpage to clearly define services, provide more resources and forms, and to be more accessible by departments. Currently the Recruitment Services page is tucked away with limited information. The intent is to provide a more customer friendly page with useful resources.

## 3. **UNM Temps & Recruitment Services Review and Business Plan**

Develop a business plan and establish goals for both UNM Temps and Recruitment Services (Direct Placement). Assess activity, processes, and cost to ensure services performed are similar to those performed by external agencies.

## V. FUTURE PLANS/GOALS

The following projects and process improvement ideas are noted in the overall HR Internal Work Plan. Future completion target dates will be determined in accordance with the completion of other dependent projects.

1. **Workforce Effectiveness:** Foster a culture to enhance workforce effectiveness by building partnerships, competencies, and expertise.
  - **Delegated Agreements Departmental Employment Certification/Training Effort:** Allow departments to complete certification to process their own employment actions.  
*- Client Services*
  - **HR Liaison Academy:** Create a proposal and content material for a new certificate program, HR Liaisons Academy, to train HR Liaisons on Employee Relations, Labor Relations, and Compliance issues.  
*- Labor/Employee Relations*
  - **NM Higher Education Consortium:** Create an HR group to enhance collaboration and share best practices.  
*- Client Services*
  - **Open Enrollment Automation:** Implement automation improvements for the benefits open enrollment period in 2017.  
*- Benefits*
  - **Performance Management Module:** Upon implementation of the new UNMJobs system (Talent Management Suite), build and configure an automated performance review process for regular staff.  
*- Employee and Organizational Development*
  - **Salary Placement and Equity Report:** Due to the impending changes in our approach to salary placement and internal equity, a reporting tool has been identified as a need to successfully implement and administer a key component to our

guidelines. The tool will be critical in aiding both the departments and Consultants with a preliminary/high level analysis of day-to-day action, and will add tremendous value in making informed decisions.

- *Compensation*

2. **Total Rewards:** Support and promote a total rewards program that attracts, retains, and develops high quality employees.

- **Exit Interview Process:** Research best practices to redesign the process to be used more effectively for modern day workforce turnover.  
- *Employee Relations*
- **Flexible Spending Account RFP:** Initiate an RFP for a competitive bid process for UNM's Flexible Spending Accounts (FSA) and Dependent Care FSA.  
- *Benefits*
- **HR Strategic Plan:** Following the development of an HR Vision and Guiding Principles, develop a strategic plan for the functions of HR to align with the University's Guiding Principles.  
- *HR Administration*
- **Job Classification Review:** Conduct a job classification review against current market data to align grades with market to remain competitive.  
- *Compensation*
- **Obtain Graduate and International Student Insurance Funding:** Pending definition from Treasury department of student insurance premiums to move forward.  
- *Benefits*
- **School of Medicine (SOM) Alternative Retirement Plan (ARP) Initiative:** Submit a proposal to the Educational Retirement Board (ERB) to allow clinical providers to have the option to join the ARP. This project has been pended by the ERB.  
- *Client Services*
- **Total Compensation Calculator:** Enhance online tools to provide employees with information on the value of their total compensation package.  
- *Compensation*
- **Update Compensation Processes:** Develop or revise compensation processes to reflect implementation of new Compensation Guidelines to be adopted.  
- *Compensation*

3. **Metrics:** Create metrics to monitor institutional trends and HR organizational effectiveness.

- **Organizational Assessment Tool:** Develop or purchase an organizational assessment tool in order to implement a recurring, sustainable process to maximize organizational efficiency and effectiveness.  
- *Employee and Organizational Development*
4. **Continuous Improvement:** Improve HR processes, systems, use of technology, and infrastructure to provide a high level of efficiency, quality, and cost effectiveness.
- **Feed Career Ladders and Reclassifications to Banner:** Implement Workflow for the automation of this process.  
- *Compensation*
  - **High Deductible Health Plan:** Evaluate the feasibility of implementing a high deductible health plan. Benefits to work with representatives from Aon.
  - **Job Description:** Engineering Title Review to ensure UNM is in compliance with the Engineering and Surveying Practice Act.  
- *Compensation*
  - **Job End Date:** Implement Job End Date, Phase 2, to allow UNM *Temps* to end jobs and keep person online.  
- *Client Services*

## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

### Personnel/Staffing Information

For all that the Division of Human Resources accomplished during FY 15-16, we thank our dedicated and hardworking staff who were with us during this period. We appreciate their diligence, work ethic, intelligence, creative ability to solve difficult problems, and willingness to work long hours to improve service to our customers. The following are individuals who were employed at one point during FY 16.

#### **Regular Staff**

Aguilar, Alma L.  
Anderson, Dorothy T.  
Bailey, Amber M.  
Barela, Sofia G.  
Baskerville, Jessica M.  
Brannock, Samantha J.  
Brantley, Jane M.  
Briggs, Tracey L.  
Brito, Marie A.  
Brown, Michael E.  
Brown, Michele J.  
Brown, Sandra D.  
Brummett, Meghann M.  
Casale, Rose Ann

Chavez, Cynthia Perez  
Cox, Coleen A.  
de la Peña, Brenda K.  
Dominguez, Gloria A.  
Duran, Michael S.  
Dussault, Amanda V.  
Evans, Joseph W.  
Farias, Mary E.  
Gallegos, Martin E.  
Gamboa, Lisa R.  
Garcia, Debra A.  
Garcia, Elizabeth C.  
Giese, Sarah L.  
Goble, Cameron M.  
Goering, Judith A.

Gonzales, Jillian J.  
Gonzales, Steven M.  
Gutierrez, Rita D.  
Healey, Lisa E.  
Heimbigner, Nancy  
Hernandez, Aida  
Howard, Debbie A.  
Jackson, Stacie L.  
Knight, Cheryl J.  
Layton, Cynthia S.  
Lewis, Lauren  
Logan, Melanie R.  
Lopez, Alex J.  
Lopez, Patrick J.  
Lopez de Gauntt, Lalita N.

Lujan, Alisha E.  
 Maez, Carmen L.  
 Martinez, Ann M.  
 Martinez, Ashley M.  
 Martinez, Marleen L.  
 Mendez Guardado, Candy  
 Miller, Bethany E.  
 Ormita, Matthew G.  
 Pacheco, Gabriel S.  
 Palmer, Mei-Lee  
 Phelps, Elaine  
 Porras, Miguel Angel  
 Reyes, Sandra L.  
 Rickman, Jamie E.  
 Rivera, Denise L.  
 Rivera, Gabriel A.  
 Rivera, John D.  
 Robinson, Lana S.  
 Rodriguez, Herman J.  
 Romero, Frank I.  
 Romero, Steven J.  
 Rotunno, Stefanie L.  
 Roybal, Vanessa M.  
 Salazar, Caroline M.  
 Sandlin, Elizabeth M. D.  
 Sandoval, Logan P.  
 Shrum, James R.  
 Silva, Bobby  
 Simmons, Kristin L.  
 Simons, Anelisa  
 Srouji, Jack  
 Tapp, Paige  
 Thornton, Debra G.  
 Tompkins, Shary  
 Trujillo, Carmen V.  
 Ulloa, Martin  
 Underwood, Marc D.  
 Vawter, Reed A.  
 Velasquez, Sandra  
 Vigil-Tullar, Magdalena S.

Shurley, Eric A.  
 Silva, Nicole Y.  
 Siegwart, Christopher T.  
 Vallez-Sokey, Jessica A.

### **Student Employees**

Blanksma, Korynn  
 Bostick, Ashley  
 Cheek, Savannah  
 Crooks, Robert  
 Delgado, David  
 Fierro, Joshua J.  
 Garvin, Connor J.  
 Kaban, Chelsea A.  
 McCormick, Daniel A.  
 Patil, Ajinkya  
 Sanchez, John I.

### **Temp & On Call**

Baird, Benjamin S.  
 Byrd McDaniel, LaTrenia  
 Meeker, Sarah R.  
 Moore, Emma G.  
 Purvis, Guinnevere A.

**Staff Appointments**

<b>Name</b>	<b>Job Title</b>	<b>Date</b>
Aguilar, Alma L.	Human Resources Consultant	1/5/2016
Baird, Benjamin S.	Office Assistant	1/21/2016
Brown, Michael E.	Dir, HR Client Services	2/8/2016
Gallegos, Martin E.	Human Resources Consultant	5/9/2016
Healey, Lisa E.	HR Services Rep	10/17/2015
Lewis, Lauren J.	Health Education Consultant	3/1/2016
Ormita, Matthew G.	UNM Temps & Recruitment Srv Mgr	4/18/2016
Romero, Steven J.	HR Tech, Sr	11/30/2015
Shurley, Eric A.	Office Assistant	3/21/2016
Palmer, Mei-Lee D.	Compliance Specialist	6/6/2016
Porras, Miguel A.	Human Resources Consultant	3/14/2016
Siegwart, Christopher T.	Office Assistant	4/28/2016
Silva, Bobby E.	Office Assistant	2/15/16
Underwood, Marc D.	Dir, HR Services	1/4/2016

**Staff Separations**

<b>Name</b>	<b>Job Title</b>	<b>Date</b>
Barela, Sofia G.	Staff Recruitment Specialist	10/16/2015
Baskerville, Jessica M.	UNM Temps & Recruitment Srv Mgr	11/20/2015
Byrd McDaniel, LaTrenia D.	Strategic Support Manager	3/26/2015
Casale, Rose Ann	HR Tech, Sr	9/18/2015
Gamboa, Lisa R.	Human Resources Consultant	2/9/2016
Layton, Cynthia S.	Human Resources Consultant	10/5/2015
Logan, Melanie R.	HR Services Rep	8/14/2015
Meeker, Sarah R.	Office Assistant	9/15/2015
Miller, Bethany E.	Staff Recruitment Specialist	7/2/2015
Moore, Emma G.	On-call HR Consulting Grp Mgr	10/2/2015
Pacheco, Gabriel S.	Process Improvement Specialist	4/29/2016
Silva, Nicole Y.	Admin Assistant 1	9/1/2015
Simmons, Kristin L.	Staff Recruitment Specialist	4/22/2016
Srouji, Jack	HR Consulting Grp Mgr	4/12/2016
Tapp, Paige C.	Staff Recruitment Specialist	2/9/2016
Trujillo, Carmen V.	Human Resources Consultant	11/11/2015

**Job Changes**

<b>Name</b>	<b>From</b>	<b>To</b>
Brown, Sandra D.	HR Tech	HR Tech, Sr
Martinez, Marleen L.	Mgr, HR Compensation	Dir, HR Services
Rivera, Gabriel A.	Analyst/Programmer 2	HR Projects Specialist
Rotunno, Stefanie L.	Human Resources Consultant	Sr. Human Resources Consultant
Silva, Bobby E.	Office Assistant	Staff Recruitment Specialist
Vigil-Tullar, Magdalena	Dir, Employee Relations	Labor/Employee Relations Ofcr



## VII. APPENDICES: HUMAN RESOURCES ANNUAL REPORT METRICS

### APPENDIX A: TRAINING

<b>EOD Training</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
Total Number of Workshop Sessions	198**	176***	175***	156
Total Number of Participants*	1,966	1,747	1,831	1,910
*Leadership development courses are now reported separately **Professional Development Series implemented ***Professional Development Series included				

<b>Leadership Development</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
Total Number of Workshop Sessions	72*	66**	83	90**
Total Number of Participants*	949	1,038	1,469	1,136
*First year to report leadership courses as a separate category **Reduced number of scheduled offerings and transferred to online courses **Management Academy sessions and participants included				

<b>LoboTime Training</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
Total Number of Workshop Sessions	70	10*	10	15
Total Number of Participants	581	122	101	86
*Online LoboTime courses included in the Online Training section				

<b>Banner Training</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
Total Number of Workshop Sessions	93*	120	78	72
Total Number of Participants*	663*	662	573	586
*New Courses – LoboAchieve and Academic Coaching				

<b>UNMJobs Training</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
Total Number of Workshop Sessions	21*	19	21	15
Total Number of Participants*	203	199	223	178
*Classes are not offered as often as the year prior				

<b>Online Training</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
Total Number of Workshop Sessions	46*	63	30^	48
Total Number of Participants <sup>1</sup>	23,250	24,756	15,543	17,779
Total Number of exams offered	19	16	11	6
Total Number of participants who completed and passed exams**	8,696	9,268	4,600	6,461
<sup>1</sup> University required training on Ethics, Sexual Harassment, Basic Annual Safety, and Accurate Time Reporting included in this number *LoboTime, Budget, LoboTrax, TES – online and job aids **Competencies include Banner Fundamentals and Navigation Exam, Securing Private Data Exam, Travel Exam, P-Card Program Exam, Finance: 30 Most Frequently Asked Questions Exam, Budget Planner Proficiency Exam, Journal Voucher Processing Exam, and Preventing Sexual Harassment Required Training; total number based on “Passed” status ^Number decreased due to deleting inactive online modules				

<b>EOD Facilitations</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
Total Number of Facilitations Conducted	117	91	82	105

<b>University Required Training<sup>1</sup></b>	<b>12-13</b>	<b>13-14</b>	<b>CY 2014</b>	<b>CY 2015</b>
Basic Annual Safety Training	61.5%	74.1%	98.9%	96%
Preventing Sexual Harassment	71.5%	74.7%	98.9%	96%
Ethics: Framework for Ethical Decision Making**	72.1%	74.7%	N/A	N/A

<sup>1</sup>Percentage of faculty and staff who completed the required training

\*Statistics based on total number of Attended or Completed statuses

\*\*Ethics only required for new employees

## **APPENDIX B: EDUCATIONAL BENEFITS**

### **Tuition Remission Statistics**

<b>Department</b>	<b>Academic Year 12-13</b>	<b>Academic Year 13-14</b>	<b>Academic Year 14-15</b>	<b>Academic Year 15-16</b>
Anderson School of Management	\$140,111.50	\$202,547.06	\$219,769.04	\$225,167.12
Continuing Education	\$773,529.03	\$577,421.52	\$762,947.74	\$744,385.19
Continuing Med Education	\$172,246.52	\$116,088.00	\$161,427.25	\$132,524.00
Gallup	\$63,033.44			
Los Alamos	\$19,285.75			
Miscellaneous*	\$44,593.24	\$89,717.25	\$75,839.05	\$125,630.24
New Mexico State University	\$33,844.20	\$88,417.48	\$95,629.40	\$87,410.20
Recreational Services WOW Prgm	\$46,675.00	\$34,944.00	\$1,331.00	\$71,502.00
ROTC	\$16,236.33			
Taos	\$51,850.49			
CNM				
University of New Mexico**	\$2,567,058.10	\$3,277,947.83	\$3,244,431.34	\$3,174,530.68
University of New Mexico Hospital	\$4,002.93	\$7,006.00		
Valencia	\$68,825.40			
<b>Total</b>	<b>\$4,001,291.93</b>	<b>\$4,436,004.64</b>	<b>\$4,561,374.82</b>	<b>\$4,561,149.43</b>

\*Miscellaneous includes School of Medicine, Health Science Ethics, Center for Development and Disability, NM Geriatric Program, Office of Medical Investigators, Teacher Education Development, Emergency Medical Services Academy and UNM Center for Life

\*\*University of New Mexico includes, Gallup, Los Alamos, ROTC, Taos, Valencia and Retirees

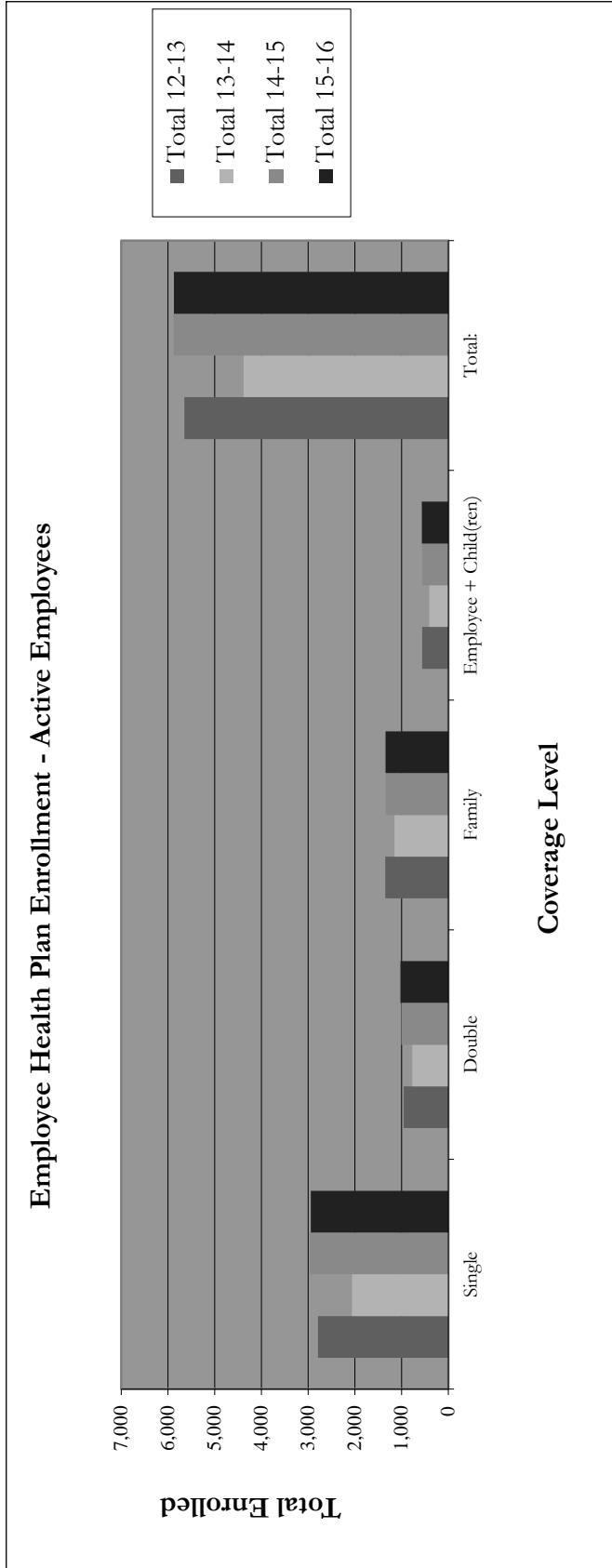
### **Dependent Education Scholarship**

	<b>Academic Year 12-13</b>	<b>Academic Year 13-14</b>	<b>Academic Year 14-15</b>	<b>Academic Year 15-16</b>
<b>Total</b>	<b>\$808,671.42</b>	<b>\$883,830.78</b>	<b>\$1,019,506.90</b>	<b>\$955,565.42</b>

**APPENDIX C: HEALTH BENEFITS**

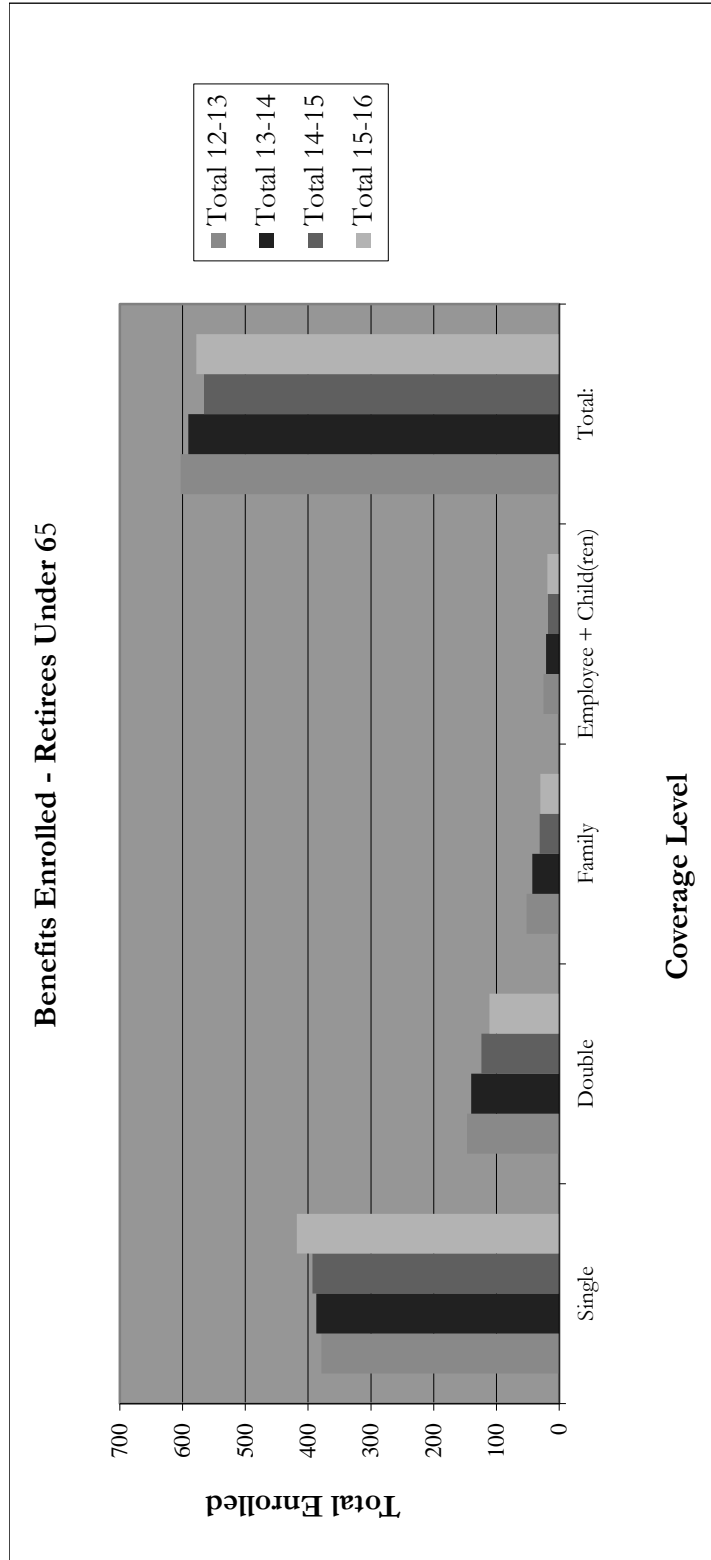
**Employee Health Plan Enrollees – Active Employees**

	12-13			13-14			14-15			15-16				
	Lovelace	Pres.	Total	Lovelace	Pres.	Total	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	UNM Health	Total
Single	1,827	962	2,789	1,159	900	2,059	1,888	634	446	2,968	1,848	585	510	2,943
Double	564	387	951	382	384	766	576	275	155	1,006	596	244	184	1,024
Family	823	526	1,349	678	475	1,153	831	314	200	1,345	825	289	230	1,344
Employee + Child(ren)	356	205	561	232	172	404	352	125	83	560	342	125	96	563
<b>Total:</b>	<b>3,570</b>	<b>2,080</b>	<b>5,650</b>	<b>2,451</b>	<b>1,931</b>	<b>4,382</b>	<b>3,647</b>	<b>1,348</b>	<b>884</b>	<b>5,879</b>	<b>3,3611</b>	<b>1,243</b>	<b>1,020</b>	<b>5,874</b>



**Benefits Enrolled – Retirees Under 65**

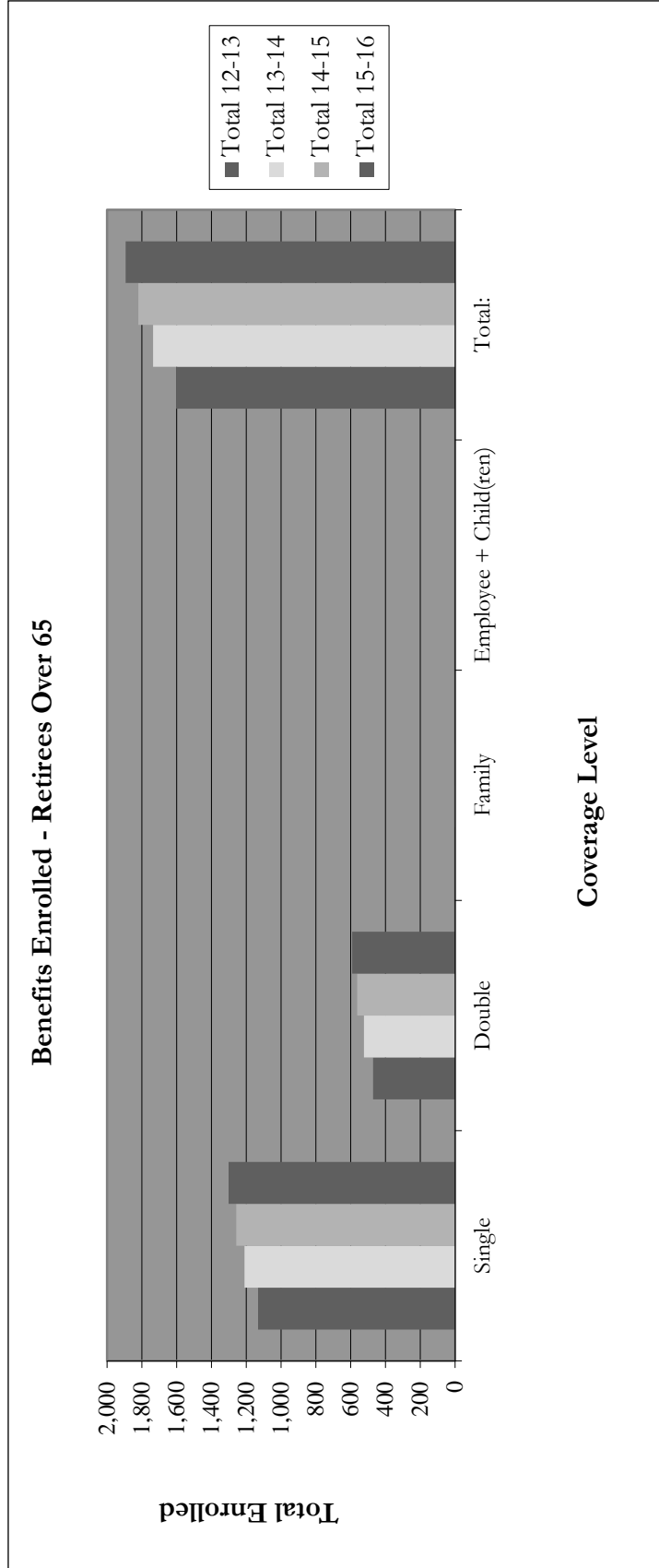
	12-13			13-14			14-15			15-16				
	Lovelace	Pres.	Total	Lovelace	Pres.	Total	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	UNM Health	Total
Single	234	145	379	225	162	387	207	123	63	393	235	116	67	418
Double	84	63	147	89	51	140	77	34	13	124	66	30	15	111
Family	29	23	52	25	18	43	15	12	4	31	15	11	4	30
Employee + Child(ren)	15	10	25	12	9	21	11	5	2	18	11	5	3	19
<b>Total:</b>	<b>362</b>	<b>241</b>	<b>603</b>	<b>351</b>	<b>240</b>	<b>591</b>	<b>310</b>	<b>174</b>	<b>82</b>	<b>566</b>	<b>327</b>	<b>162</b>	<b>89</b>	<b>578</b>



**Benefits Enrolled – Retirees Over 65**

	12-13				13-14				14-15				15-16			
	Lovelace	Pres.	AARP	Total	Lovelace	Pres.	AARP	Total	Lovelace	Pres.	AARP	Total	Lovelace	Pres.	AARP	Total
Single	496	378	258	1,132	522	403	286	1,211	513	435	309	1,257	476	493	133	1,302
Double	202	140	129	471	219	156	149	524	221	182	160	563	213	215	163	591
Family	0	0	0	0	1	0	0	1	1	0	0	1	0	0	0	0
Employee + Child(ren)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total:</b>	<b>698</b>	<b>518</b>	<b>387</b>	<b>1,603</b>	<b>742</b>	<b>559</b>	<b>435</b>	<b>1,736</b>	<b>735</b>	<b>617</b>	<b>469</b>	<b>1,821</b>	<b>689</b>	<b>708</b>	<b>496</b>	<b>1,893</b>

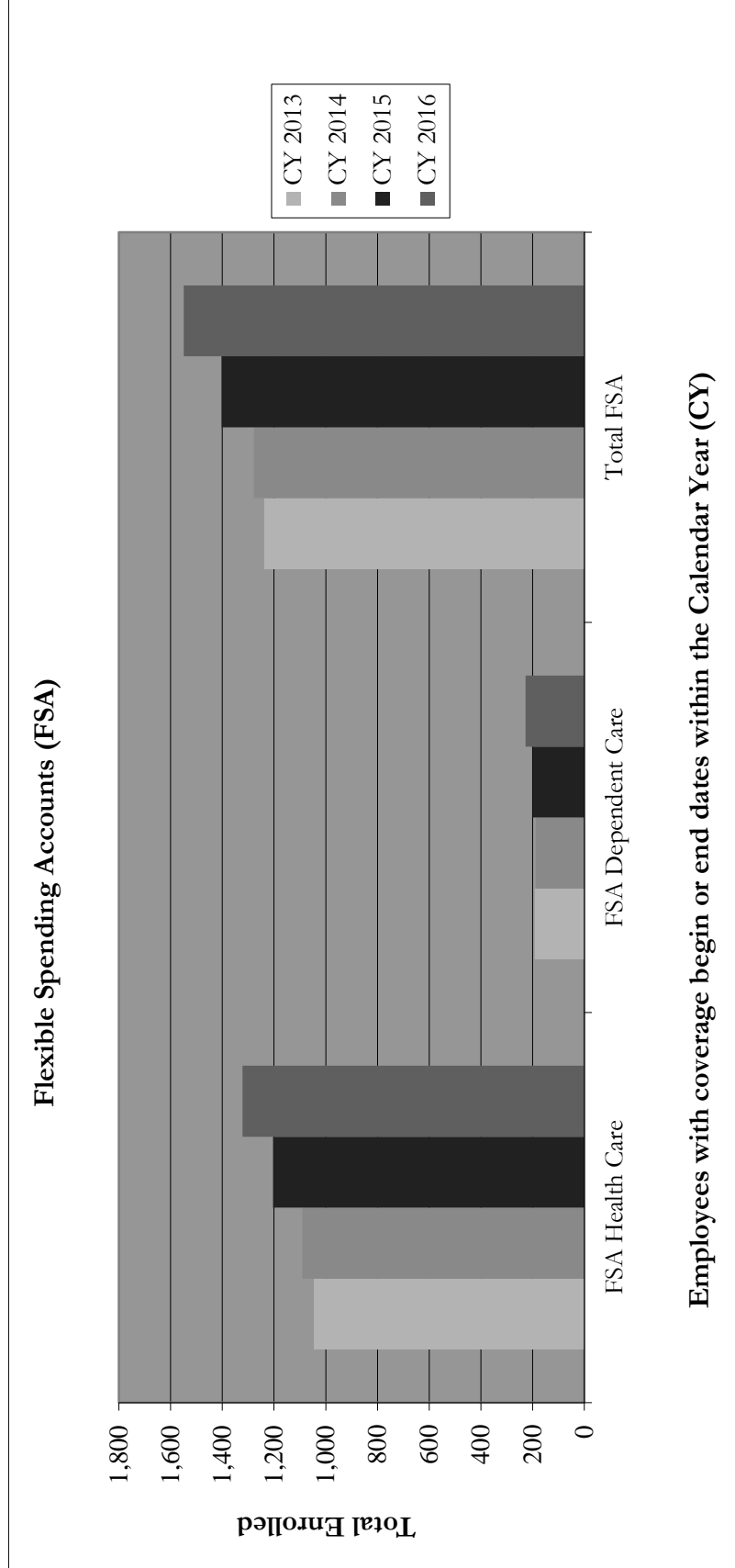
**Benefits Enrolled - Retirees Over 65**



**Flexible Spending Accounts (FSA)\***

FSA Type	CY 2013	CY 2014	CY 2015	CY 2016
FSA Health Care	1,046	1,090	1,204	1,322
FSA Dependent Care	192	188	199	227
<b>Total FSA</b>	<b>1,238</b>	<b>1,278</b>	<b>1,403</b>	<b>1,549</b>

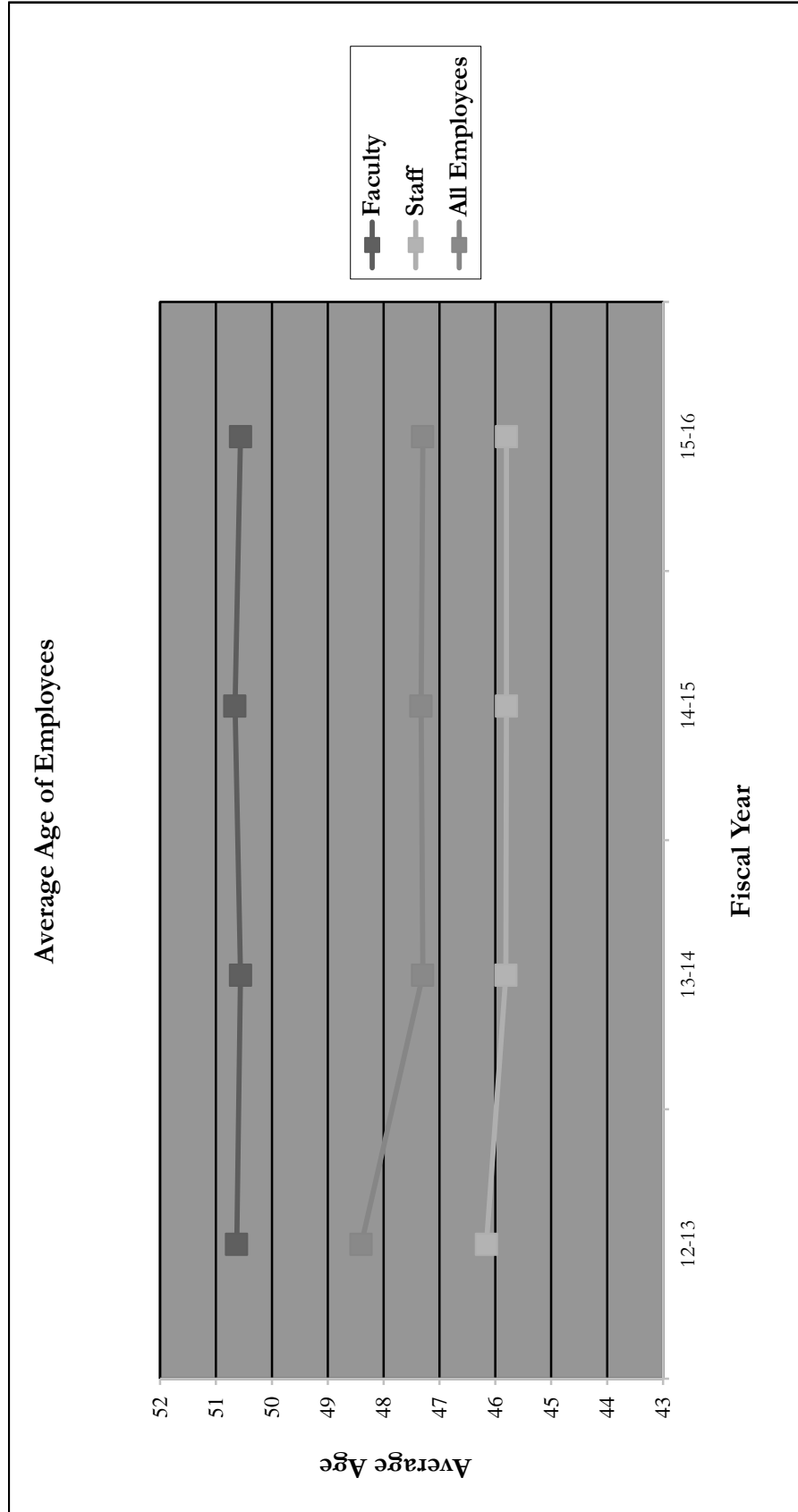
\*Flexible Spending Accounts (FSA) allow employees to set aside part of their paycheck on a pre-tax basis, which reduces federal, state, and social security taxes, to reimburse themselves for qualified expenses. These reimbursements are not taxable. Two flexible spending accounts are available, Health or Dependent Care, and employees can enroll in both. Employees with coverage begin or end dates within the calendar year are counted.



**Employees with coverage begin or end dates within the Calendar Year (CY)**

**Benefits – Average Age of Employees (faculty and regular staff)**

Employee Type	12-13		13-14		14-15		15-16	
	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age
Faculty	2,271	50.63	2,359	50.56	2,391	50.66	2,383	50.56
Staff	5,099	46.16	5,157	45.81	5,214	45.80	5,165	45.80
<b>All Employees</b>	<b>7,370</b>	<b>48.40</b>	<b>7,516</b>	<b>47.3</b>	<b>7,605</b>	<b>47.33</b>	<b>7,548</b>	<b>47.3</b>

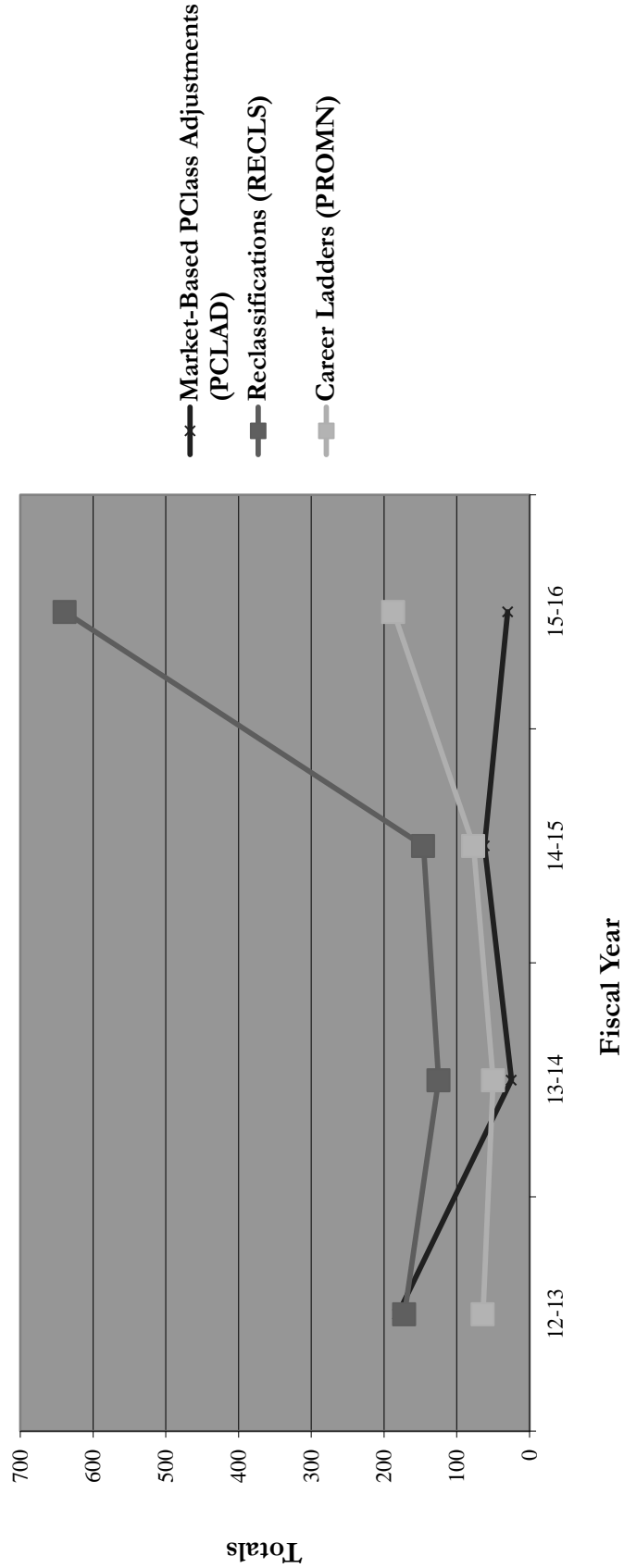


**APPENDIX D: COMPENSATION**

**Reclassifications and Career Ladders**

	12-13	13-14	14-15	15-16
Market-Based PClass Adjustments (PCLAD)	181	25	62	30
Reclassifications (RECLS)	172	125	146	639
Career Ladders (PROMN)	64	50	77	187

**Reclassifications and Career Ladders**





**APPENDIX E: STAFF PERFORMANCE**

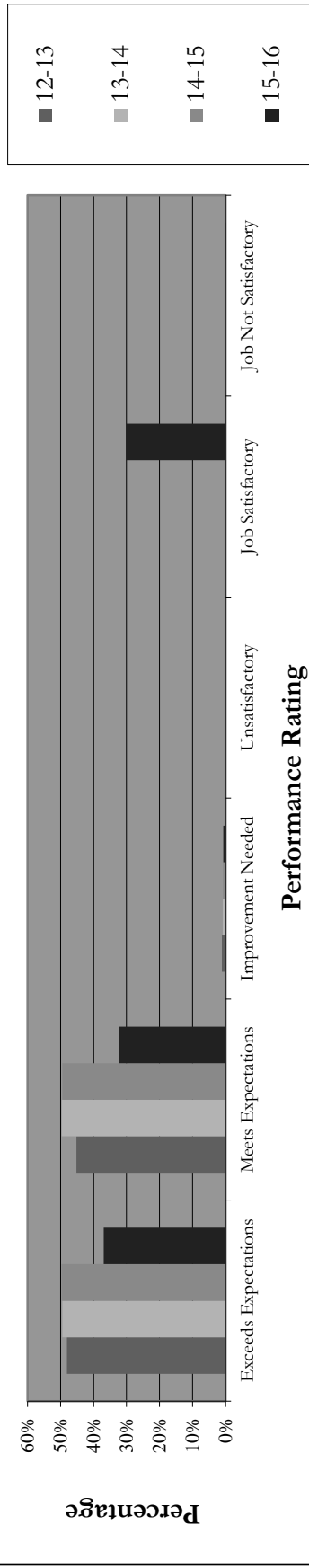
**Performance Evaluations**

Evaluation Information	12-13	13-14	14-15	15-16
Evaluations Due	4,695	4,550	4,649	4,751
Evaluations Received	4,431	4,309	4,214	4,422
% Evaluations Received	94.4%	94.7%	90.6%	93.1%

**Performance Ratings**

Rating	12-13	13-14	14-15	15-16
Exceeds Expectations	2,257	2,133	2,096	1,632
Meets Expectations	2,124	2,136	2,084	1,424
Improvement Needed	50	40	34	31
Unsatisfactory	N/A	N/A	N/A	N/A
Job Satisfactory	N/A	N/A	N/A	1,326
Job Not Satisfactory	N/A	N/A	N/A	9
<b>Totals</b>	<b>4,431</b>	<b>4,309</b>	<b>4,214</b>	<b>4,422</b>

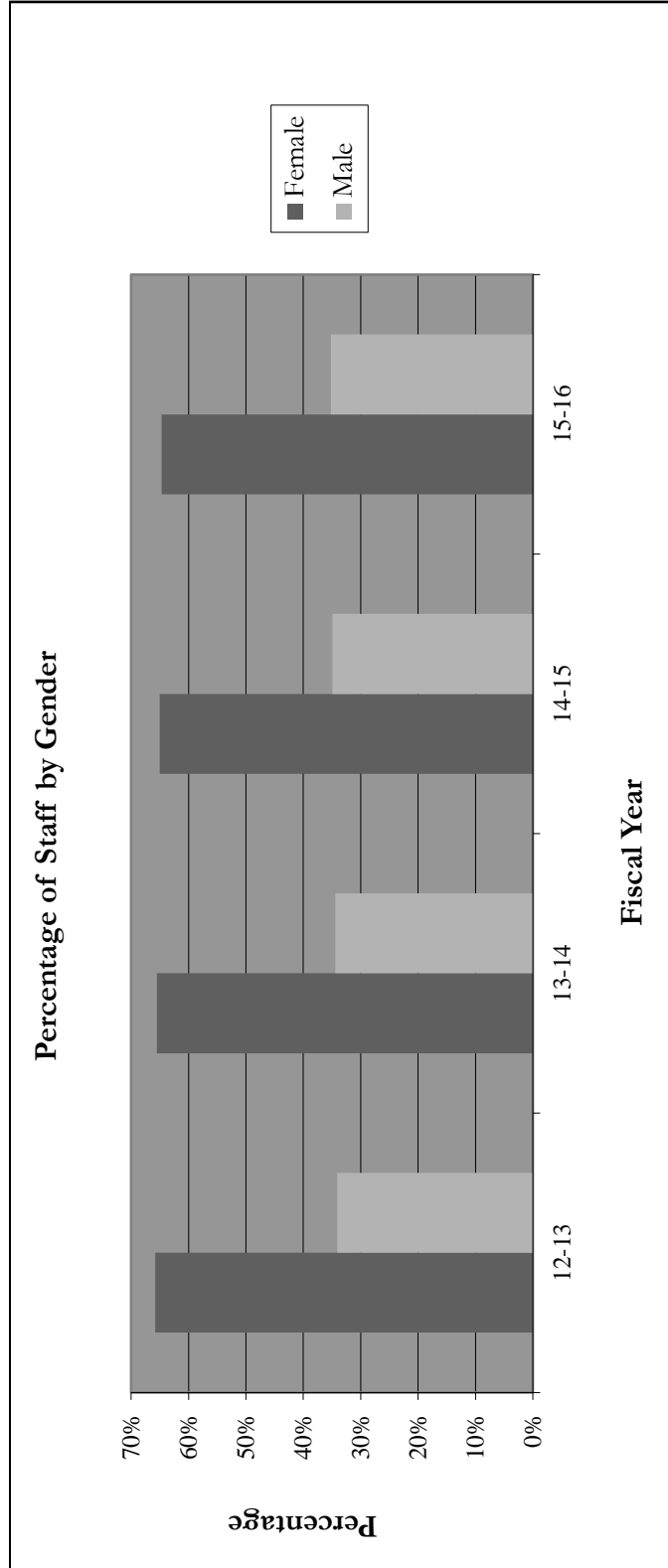
**Performance Review Ratings**



**APPENDIX F: DEMOGRAPHICS**

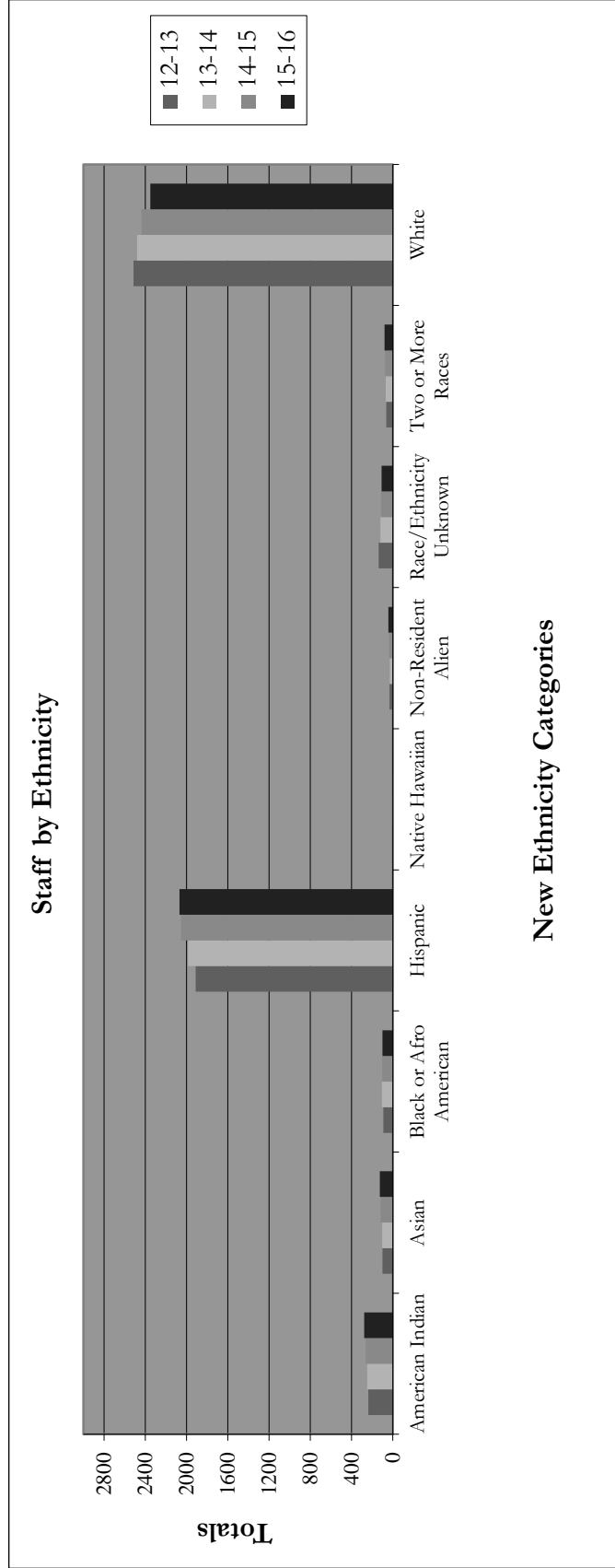
**Total Staff by Gender**

Gender	12-13	13-14	14-15	15-16
Female	3,356	3,380	3,392	3,343
Male	1,743	1,777	1,822	1,822
<b>Total</b>	<b>5,099</b>	<b>5,157</b>	<b>5,214</b>	<b>5,165</b>



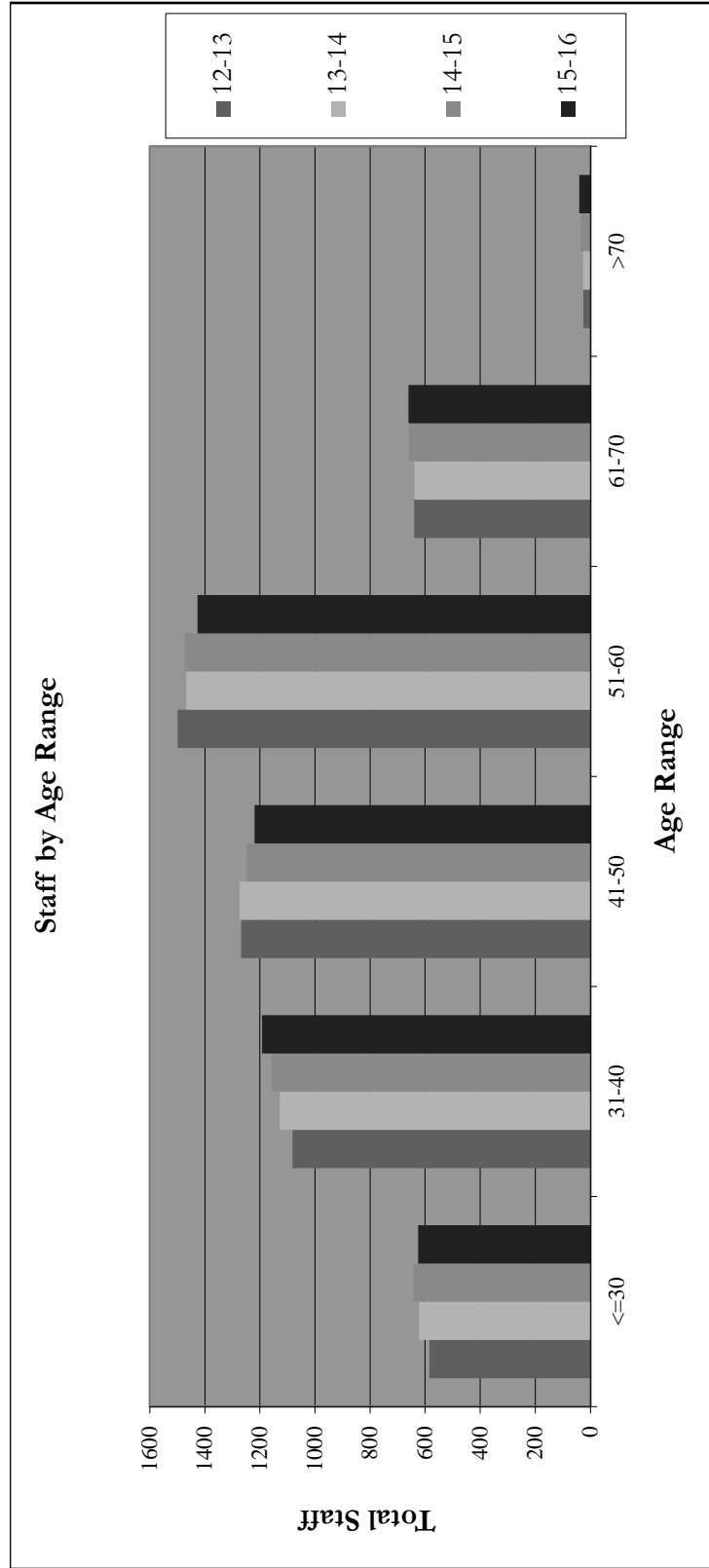
**Total Staff by Ethnicity**

Ethnicity	12-13	13-14	14-15	15-16
American Indian	239	251	265	278
Asian	100	104	119	127
Black or Afro American	92	106	105	100
Hispanic	1,913	1,986	2,054	2,070
Native Hawaiaian	4	7	5	2
Non-Resident Alien	33	31	39	45
Race/Ethnicity Unknown	138	122	114	111
Two or More Races	64	69	76	80
White	2,516	2,481	2,437	2,352
<b>Total</b>	<b>5,099</b>	<b>5,157</b>	<b>5,214</b>	<b>5,165</b>



**Total Staff by Age Range**

	<b>FY12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>
<=30	585	622	642	625
31-40	1,081	1,128	1,159	1,192
41-50	1,268	1,274	1,247	1,220
51-60	1,499	1,467	1,473	1,427
61-70	640	639	658	661
>70	26	27	35	40
<b>Total</b>	<b>5,099</b>	<b>5,157</b>	<b>5,214</b>	<b>5,165</b>



**APPENDIX G: STAFF EMPLOYMENT****Turnover**

Type	12-13		13-14		14-15		15-16	
	Total	Percentage of Total Staff	Total	Percentage of Total Staff	Total	Percentage of Total Staff	Total	Percentage of Total Staff
Voluntary								
Resigned	434	8.5%	481	61.1%	1,029	63.1%	553	63.6%
Retired	150	2.9%	164	20.8%	323	19.8%	160	18.4%
<b>Involuntary</b>								
Released*	63	1.2%	42	5.3%	90	5.5%	68	7.8%
Relieved**	52	1.0%	51	6.5%	117	7.2%	51	5.9%
Layoff	17	0.3%	26	3.3%	41	2.5%	24	2.8%
Discharged	16	0.3%	16	2.0%	20	1.2%	9	1.0%
Deceased	4	0.1%	7	0.9%	12	0.7%	5	0.6%
<b>Total:</b>	<b>736</b>		<b>787</b>		<b>1632</b>		<b>870</b>	

\*Released employees are employees whose assignment ends, typically for a term appointment

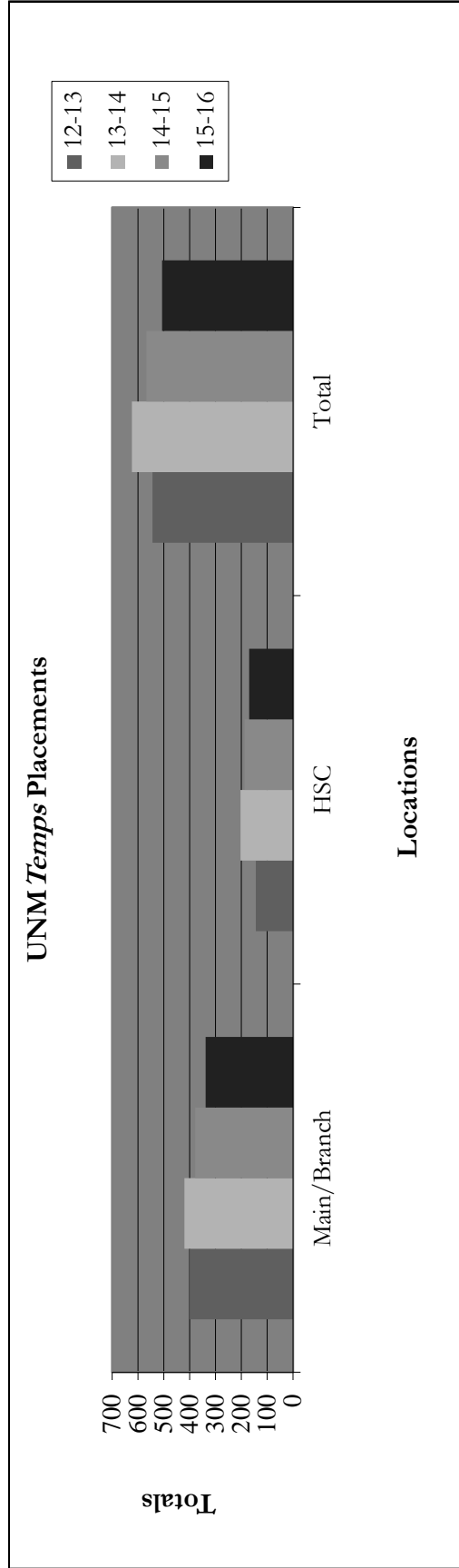
\*\*Relieved employees are employees who are let go during the probationary period

**Total Staff Hires**

	12-13		13-14		14-15		15-16	
	Total	Percentage of Total Staff	Total	Percentage of Total Staff	Total	Percentage of Total Staff	Total	Percentage of Total Staff
<b>Regular Hires</b>								
Competitive Hires	1,189	66.1%	1,207	70.63%	1,318	71.05%	1,132	70.01%
Alternative Appointment Hires	95	5.3%	111	6.50%	96	5.18%	105	6.49%
<b>Total Regular Hires</b>	<b>1,284</b>		<b>1,318</b>		<b>1,414</b>		<b>1,237</b>	
On-Call Hires	443	24.6%	335	19.60%	393	21.19%	319	19.73%
Short Term & Professional Service Appointment Hires	71	3.9%	56	3.28%	48	2.59%	61	3.77%
<b>Total All Hires</b>	<b>1,798</b>		<b>1,709</b>		<b>1,855</b>		<b>1,617</b>	

**UNM Temps Placements**

Location	F12-13	13-14	14-15	15-16
Main/Branch	400	420	378	338
HSC	144	203	188	169
<b>Total</b>	<b>544</b>	<b>623</b>	<b>567</b>	<b>507</b>





## FY 2015-2016 Annual Report

# Information Technologies

Submitted by:

Duane Arruti, Interim Chief Information Officer

<http://it.unm.edu/> and <http://cio.unm.edu/>

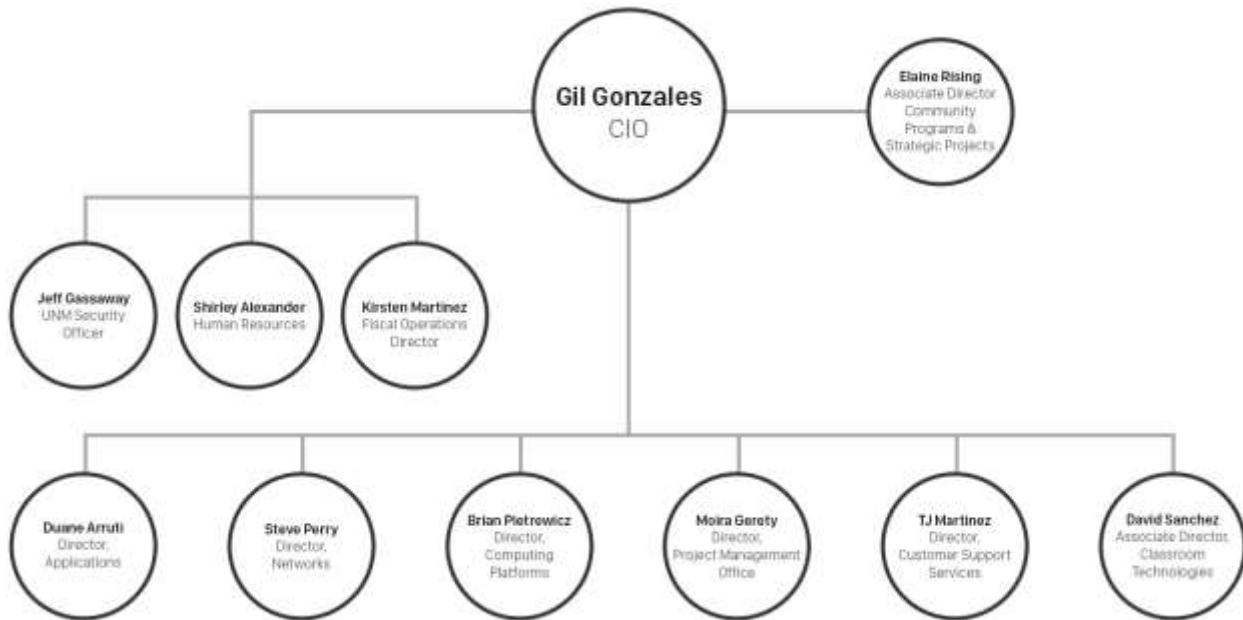
## Mission and Vision

Information Technologies provides quality and professional service to the UNM community, especially fast response, and timely solutions to customer needs and questions.

Principles guiding this service consolidation include:

- Providing access, support, privacy, and security to all of the University’s IT customers.
- Improving the effectiveness of IT services and sharing IT resources across UNM.
- Supporting UNM’s mission, goals, and values.
- Coordinating IT planning and communication for better use of resources.
- Ensuring the development and sustainability of high IT standards for UNM.

## Organizational Chart – FY 16





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## I. EXECUTIVE SUMMARY

Information Technologies continued its commitment to innovation, connectivity, and service during the fiscal year ending June 30, 2016. The success of our work depends on our ability to leverage and expand existing and new partnerships, and we continued to strengthen our relationships across campus, across the state, regionally, and nationally, to deliver new, improved and innovative services to UNM.

IT's operating budget for FY 15-16 totaled \$26.9M. The primary sources of funding for IT include sales and service revenue (42%), I&G (34%), and student fees (7%). Other sources of funding for IT include banner tax, grant funding, and one-time annual allocations of equipment/building renewal and replacement dollars. The majority of IT's expenditure budget includes personnel costs (\$15M), annual software licensing fees (\$3.9M), hardware maintenance, and cost of goods sold (\$4.3M) associated with resale of IT services and equipment. Licensing obligations continue to increase each year, as does the need for technology refresh. To address these fiscal challenges, IT is reevaluating its funding model and continues to look for operating and capital funding sources to fund maintenance and renewal costs and new infrastructure.

Some of the major accomplishments and events that you will read about in the substance of this report include:

- MyUNM 2.0;
- Targeted wireless upgrades;
- LoboAchieve;
- Banner Production Database Systems migration to virtual machines;
- IT position review;
- External consulting exercises; and
- NSF-funded regional broadband workshops in New Mexico

IT's reach spans across campus constituents and facilities, from highly visible projects, such as the redesign of MyUNM, to less conspicuous contributions, such as enhancements to underlying infrastructure and enterprise applications. This reach continues across campus boundaries, as we collaborate with the City of Albuquerque, APS, branch campuses, NMSU, NM Tech, and New Mexico's various small institutions to ensure connectivity in education.

All of these additions and improvements to the delivery of technology on campus, designed to augment UNM's competitiveness, are made possible by the continued dedication and creativity of our IT staff, who continue to operate in a fiscally restrictive climate. The achievements and significant developments detailed here are only a snapshot of the annual output of IT staff. On their behalf, I urge you to read on to discover more about our services during FY 15-16, and learn about our ongoing and planned projects.

## II. OVERVIEW

Virtually every constituent of the University – students, prospective students, faculty, staff, administration, community members, and visitors – will utilize the services of IT during their contact with the University, whether directly through Customer Support and Classroom Technologies, or through the use of the ubiquitous tools and technologies created, implemented or supported by our staff. IT serves as a largely unseen, though integral, contributor to the way in which UNM is perceived and experienced.

IT's delivered services span many technologies and provide the essential underpinning for UNM's academic, administrative, and research activities through networking, phones, enterprise administrative and collaborative applications, computing facilities for students and faculty in classrooms and labs, institution-wide contracts and enterprise licensing of software, and high-touch services such as surveys and reporting.

### FY 2016 Service Stats at a Glance

- **Web hits (www & dept.unm):** 3M hits per day
- **Lobomail:** 538 M messages after spam filtering, with 38,202 active UNM email users
- **Skype for Business:** Instant messaging usage increased by 117% in one year; file transfer users are also up by 160%
- **One Drive Storage:** 4.2M MB, an increase of 151%
- **ListServ:** IT services 4,924 listservs
- **UNM NetIDs:** approximately 86,000 active accounts
- **Student-Facing Computers:** 975 IT managed computers in IT Pods, computer, and general classrooms
- **Storage:** 1,172 terabytes managed by IT for applications, hosted machines, and shared files
- **EvaluationKIT:** 255,492 **student surveys** delivered; 16,088 **course evaluations**
- Weekday average **concurrent wireless users** was approximately 16,000
- **ERP transaction volumes:** Average monthly production database reads: 8+ billion, an 8% increase in activity from last year
- **Telephones:** 20,132 landlines, 9,511 with voicemail, and 2015 University cellphones

### *Service Desk*

The IT Service Desk provides a single point of contact for our services. The Desk is comprised of a self-service knowledgebase where information can be accessed, and agents who respond to queries, incidents, or service requests.

IT demonstrates increased efficiencies when users can find answers to technical problems online or can request service from IT without having to call the Service Desk. This “Tier 0” support is accomplished either through the knowledgebase, other online resources, intuitive applications, or through our Help.UNM self-service portal. Overall, service desk data remained relatively static with slight declines due to more efficient communication during service changes and rollouts, and an

efficient balance between human intervention and end-user self-sufficiency as illustrated in the chart below. Continued online education and resources help users resolve issues before requiring intervention. Overall, IT handled 55,944 service requests and 15,063 incidents. Password reset assistance continues to increase (FY16 was up 9%).

Area	2015	2016
Phone Assists	77.7K	77.7K
Walk-in Assists	3.2K	3.1K
Self-Service Ask-A-Question	16K	15K
FastInfo FAQ Hits	260K	183K
Agent-Assisted Password Resets	21K	22K

### Information Security & Access Services

IT provides accounts for students, faculty, and staff, as well as for University guests and vendors. Accounts remain active for three semesters for students who are no longer enrolled in a current semester. Currently, over 85,500 accounts are active, a 2.5% increase from FY 15. Maintaining passwords continues to be a primary service provided for the IT Accounts Office and at the IT Service Desk.

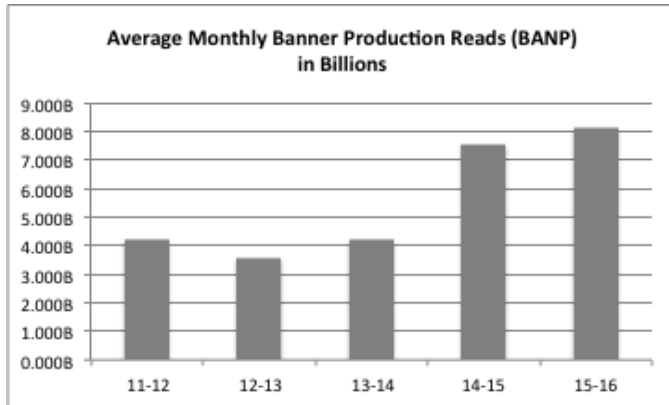
IT protects access to UNM information and systems, to the wireless network, and to many more UNM and community services through NetID authentication.

The Information Security and Privacy Office (ISPO) works with Human Resources, The Office of University Counsel, and departments across all campuses and branches in the events of copyright infringement notifications, departmental workstation compromises, administrative security investigations involving IT resources, as well as malware infections, intrusions, and phishing attempts. The ISPO collaborates with our partners across campus to resolve hundreds of such issues annually. In FY 16, the ISPO blocked 116 malicious URLs and 32 malicious servers, and assisted with four major administrative investigations into possible information security issues. The ISPO also completed 99% of the initiative to bring all UNM credit card transactions into compliance with the Payment Card Industry data standard.

### Applications & Web Services

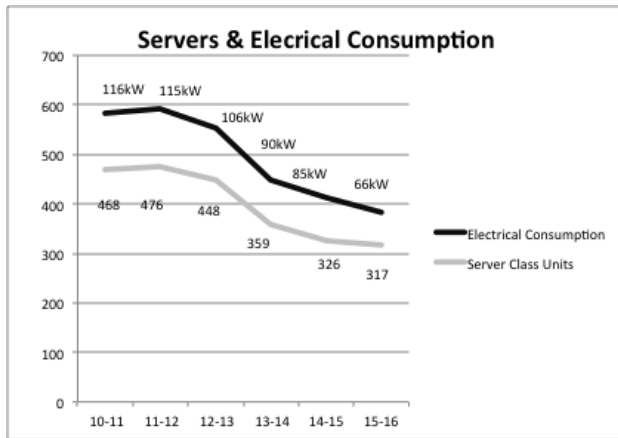
IT develops, implements, and maintains enterprise applications and databases, the web infrastructure for UNM administrative systems, and innovative mobile applications (see the “Accomplishments” section for more information). Web usage averages 3 million hits/day.

Banner ERP Production database activity increased by 8% to over 8 billion average monthly database “reads.”



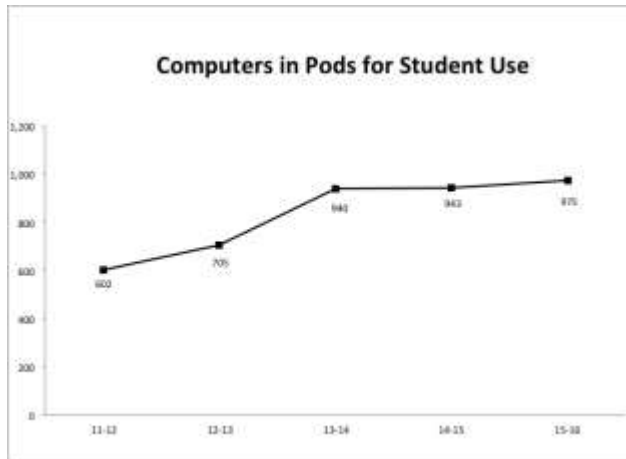
### Server & Storage Services

We continue to virtualize servers and balance our application load on multiple servers to provide a consistent, reliable, and ‘green’ platform for applications. Kilowatt consumption decreased again this year by 22% to 66kW thanks to continued virtualization, which also reduced the number of physical server class units by 3% to 317.

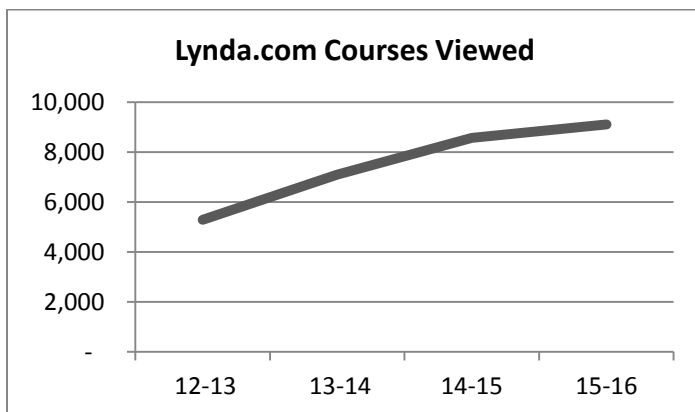


### Computer Classrooms & Lab Services

IT provides technologies and services for classrooms and computer labs. This includes 25 registrar-scheduled computer classrooms, 23 pods, and 200 instructor podiums (a 12% increase over FY15) in non-registrar scheduled classrooms. IT offers all main-campus UNM students access to over 975 computers, as well as printers and academic software. The Registrar also schedules classes in IT-managed facilities. <http://it.unm.edu/pods> contains more information.



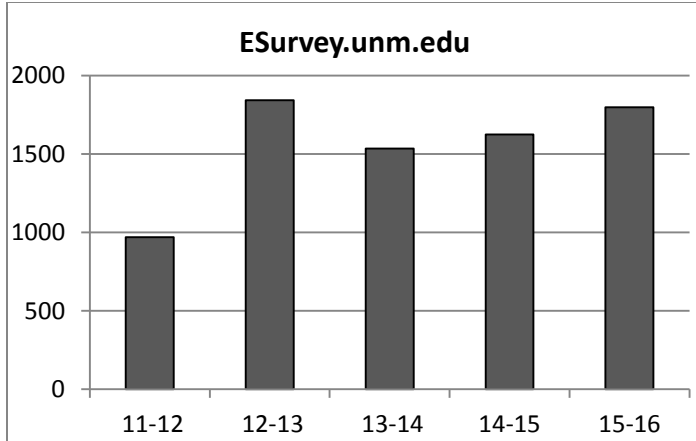
Lynda.com, an online training repository and resource for students, faculty, and staff, continues to attract new users due to internal marketing and classroom adoption; the number of courses viewed has nearly doubled in the past four years, and rose by 19% in FY 16.



**Scanning & Surveys**

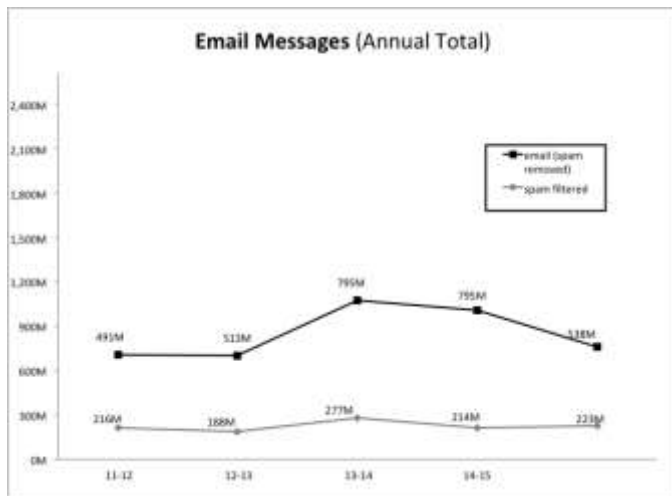
Scanning services are still used for test-scoring, although quizzes are now more frequently delivered online through LEARN. Faculty course evaluations, used to support tenure track faculty, are now collected online, through EvalKit (see “Accomplishments” for more information). This year, through EvalKit, IT distributed 255,492 student surveys and 16,088 course evaluations.

IT’s ESurvey service increased by 11% in FY 16 to 1,800 surveys. The tool is widely used in student and faculty elections and polling. The rise in Opinio users may be due to the fact that IT provides survey tool training and supports users who need assistance building surveys, as opposed to other online options.



**Email & Office 365**

Active users of Lobomail increased by 1% to 38,202. The Email Messages chart below shows incoming email spam removed and actual mail sent in the last five fiscal years. The Office 365 suite of applications also includes Skype for Business for messaging, video calls and screen sharing, One Drive for online storage and file share, and Microsoft Office online applications and downloads. Our communications efforts to promote free cloud storage for students, faculty, and staff led to a significant increase of usage from 1.6M MB to 4.2M MB, or 150%.



**Phones & Pagers Services**

IT provides landline and cellular telephone and pager services. The overall total of phones in use fluctuates frequently throughout the year and across years. Voicemail service users continued to rise, while landline and cellular services decreased very slightly. Currently, there are 20k landlines and 20k cellular phones. As UNM strives for efficiency, examining landline and cellphone usage remains an opportunity for cost savings.

### Networking Services

The wired and wireless campus network infrastructure for voice, video and data communications is designed, developed, and maintained by IT. Network traffic is also managed and monitored for the utmost efficiency. All UNM campuses rely on the network, as do entities conducting business with UNM, including other institutions in the state.

We see a yearly increase in devices brought to campus by students, faculty, and staff. The average number of mid-semester daily wireless clients was close to 16,000 users.

### PC Hardware & Software Services

Desktop hardware and software purchase, licensing, hardware maintenance, and end-user support are core IT services delivered across UNM.

IT manages the campus licenses for software available either at no cost or at low cost to departments. Find more information at <http://it.unm.edu/software/>.

## III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

### *Innovate*

#### MyUNM Upgrade

Our most visible accomplishment in FY 16 was the highly successful rollout of the new MyUNM 2.0 portal in April. The MyUNM redesign was developed collaboratively to deliver a next-generation tool in support of student, faculty, and staff success. Taking a step forward and away from the traditional portal paradigm, MyUNM offers a wide variety of features that change how users share information, how departments promote services, and how IT provides services to campus. The new MyUNM adapts the distribution model of modern app stores to transform the University's information and services into apps that are easily organized, searchable, and discoverable all in one place. This transformation reduces the number of pages that content is spread across, and allows users to quickly find what they seek. Mobility means that now, more than ever before, our ability to manage the use of our tools and data via phones and tablets is critical to our success. We now join the University of Maryland, University of Indiana, and a few others, with a user-facing solution that supports our changing mobile environment. In FY 16, daily sessions on MyUNM averaged 16k, with 11k unique users and 48k page views. Peak usage, based on a single day in August, was 37k users, 58k sessions, and 280k page views. Total usage was 1.1M unique sessions by students, faculty and staff from go-live in March 2016 through the end of the fiscal year on June 30, 2016.

#### Course Feedback

In FY 16, our Classroom Technologies division rolled out Course Feedback, the campus-wide service used by students to provide mid-semester and end-of-semester feedback on instructors and courses. Course Feedback utilizes EvaluationKIT, which is a modern web-based system that provides needed survey functionality and flexible survey content/administration. The tool incorporates sustainability, efficiency and quality into UNM's course evaluations. EvaluationKIT has replaced the paper and pencil faculty and course evaluations. Improved survey functionality and service design allow faculty greater utilization of survey data and more flexibility in survey



design. Through this innovative tool, 255,492 student surveys and 16,088 course evaluations were delivered.

### **Reporting Innovation**

To meet a longstanding request from the College Enrichment and Outreach program and UNM Recreational Services to tie facility access information collected in the C-CURE system to Banner student information, the UNM IT Data Analytics and Reporting team leveraged Web Focus, UNM's enterprise reporting tool, to directly access information housed in the C-Cure proprietary reporting database, "BIRS." This allowed us to create an executive dashboard and corresponding reports to meet information needs of both offices and allow for accurate analysis of facility utilization by cohort group.

### **Academic Partnerships**

In an effort to increase online enrollment and education delivery for the College of Nursing, UNM entered into a strategic agreement with Academic Partnerships (AP). The effort is focused on increasing student success and course-to-course persistence, and to improve retention through third-party services. The initial driver was the RN to BSN program, with Academic Partnerships playing a key role in attracting, managing and retaining students. To facilitate this engagement, substantial cross-system communication and integration was required between Banner, Learn, and the Academic Partnerships environment. The IT applications group created a seamless auto-admit process for students of the program. The incorporation of Academic Partnerships into our academic delivery model promises to expand our capabilities of reaching new student markets and expanding our footprint in the community.

### ***Connect***

#### **Wireless Upgrades**

We continue to tackle wireless deficits on campus. As a highly visible and absolutely integral component to a thriving institution, connectivity remains a targeted area for improvements. Upgrades to wireless, regardless of campus location, benefit all of us; however, actuating wireless network improvements and maintenance requires highly creative solutions and continues to prove a challenge due to lack of funding.

In FY 16, with support and funding at the University leadership level, we were able to improve the wireless capabilities of nine buildings identified as retaining the most critical need. Improvements included upgraded and increased wireless access points, cabling, and switches. Former access points were replaced with 802.11ac capable Aps with up to 1.3 Gbps wireless data transmission, and Dedicated Power over Ethernet (PoE) capable edge switches will were installed to provide dual connections for the Aps, providing redundancy and dedicated resources to the wireless networks. Aruba controllers enhanced throughput, with each controller capable of supporting up to 32,768 concurrent Internet Protocol Security (IPsec) sessions.

Additional upgrades and expansions were performed by IT in five dormitory locations, funded by the Housing office. Network staff also began a major overhaul of the campus network infrastructure

to provide faster service and stronger cyber security, essential components to a sustained competitive wireless strategy.

Our Classroom Tech division was also able to secure funding to install new wireless access points in Dane Smith Hall, Mitchell Hall, College of Education Classrooms, Woodward Hall, and George Pearl Lecture Hall this past year.

### **NSF-Sponsored Broadband Workshops**

In partial fulfillment of a \$150,000 grant by the NSF, and in collaboration with New Mexico State University, we visited Northern New Mexico University, Eastern New Mexico University, Western New Mexico University, and, in conjunction with Navajo Technical University, Northern New Mexico University to host a series of workshops regarding science DMZ networks. The two-day workshops convened technical specialists, students, faculty, researchers, and local governmental, K-12 and economic development leaders to discuss the design and implementation of high-speed research networks that can be leveraged to improve the community's access to broadband services and capacity for economic development. We will hold additional workshops in FY 17.

### ***Serve***

#### **Banner Production Database Systems Move**

The IT Platforms group transitioned our Banner production database systems from Oracle 11g running on AIX Unix on physical hardware to Oracle 12c running on Redhat Linux on virtual servers. The Banner database systems now run on fully redundant hardware, greatly reducing outages associated with physical hardware. We now have the capability of running Banner from any location, including the Cloud. Maintenance and operations have been significantly reduced. Disaster recovery will be much easier and much less expensive. Yearly maintenance costs have been reduced by more than \$70,000 annually. It has also allowed for substantially increased agility with our Systems Development Life Cycle (SDLC) processes.

#### **Computer Lab Upgrades**

This past year older PCs and Macs were replaced with new equipment in Dane Smith Hall Room 224, Science and Math Learning Center Rooms B59 and B81, Communication and Journalism, Honors Lab, and CAPS Lab. A total of 115 new PC and 8 new Mac computers were purchased and installed. Also, the Dane Smith Hall Equipment Annex was remodeled to improve classroom technical support, student device support through Lobo BrainBar, and to facilitate laptop checkouts for students.

#### **Service Level Agreements**

UNM IT staff spent significant time in FY 16 developing service level agreements in order to provide clarity, expectation, transparency, and accountability regarding enterprise services to campus clients. The drafted SLAs were developed with cross-campus input through a website platform to gather feedback and hold interactive discussions.

#### **External Consulting**

At the initiation of UNM's senior management, we took part in a campus-wide review of information technologies during FY 16, providing Technology Integration Group with significant

resources to complete their review. The evaluation and implementation of the recommendations included in the final report will shape much of our work for FY 17.

### **Technology Surveys**

Information Technologies has participated in and conducted faculty and student technology surveys for several years. In an effort to obtain feedback regarding our services, we collect data to help inform decisions and prioritize funding, particularly with the use of the student fees we receive. These surveys enable IT to assess student and faculty technology experiences and expectations at UNM. In FY 16, UNM IT also participated in the Educause Center for Analysis and Research (ECAR) Undergraduate Student Technology survey. This survey is given to a randomized selection of undergraduate students and allows us to compare ourselves with peer institutions as well as nationally. We also completed a Faculty Technology Survey and UNM IT Student Technology Survey, collaboratively developed with other IT service providers on campus.

## **IV. CURRENT PROJECTS**

### **FY 17 IT Projects**

Digital Media Management Suite Selection Program  
 Information Security and Privacy Program  
 MyUNM - Phase 2  
 ALEKS Chemistry Placement System  
 PMO CIP: Project Center Implementation  
 O365: Program  
 Banner XE Initial Deployment Project  
 IDM: Product Selection  
 Network ReDesign: Implement Logical Design: Core Infrastructure  
 Graduate Student Engagement Improvement  
 DC/Net/Sec Redesign: Program  
 O365: SharePoint 2013: SharePoint Online POC  
 UNM Talent Management System  
 HELP Version 8 2016 Upgrade Project  
 HSC email move from Salud to UNM  
 DC/Net/Sec Redesign: NSX Production  
 GTRI C Cure 9000

UNM App Store

PCI Compliance

Knowledge Base for UNM: Analysis

Departmental Web Infrastructure Design Project

Pinnacle V6 Upgrade Project

Courses Evaluation (IDEA) Replacement

Capital Project: InnovateABQ

Capital Project: PAIS (Physics & Astronomy Interdisciplinary Science Building): SD Phase

Capital Project: MCM new building

Capital Project: Johnson Center staged Renovations: Planning Phase

Capital Project: Smith Plaza

Capital Project: Zollinger Library Gallup Branch

Capital Project: Taos HCTC - Healthcare Training Center

Capital Project: Farris CS Server Relocation

Capital Project: Farris Wet Labs

## V. FUTURE PLANS/GOALS

FY 17 will be dedicated to the evaluation and implementation of select recommendations regarding effectiveness and efficiency relayed through an initial consulting exercise with Technology Integration Group. The incorporation of several of the recommendations will result in large changes to the personnel structure of IT and the centralization of key services. In September 2016, Duane Arruti assumed the role of Interim Chief Information Officer and Brian Pietrewicz was named Interim Deputy Chief Information Officer. They were given the express goal of effecting changes as mandated by senior leadership to develop a highly inclusive approach to align IT services on UNM's main campus in a way that both realizes efficiencies and improves our overall IT service delivery. The approach requires collaboration with technology leaders across main campus and the realization of two governance committees made of cross-campus academic and administrative leaders. Key changes are expected in governance, leadership, organizational structure, and budgeting for the FY 17 goal to be accomplished. We will also continue our ongoing and scheduled projects as deemed appropriate for integration with our restructuring efforts.

## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

During FY 16, IT had 158 full-time staff, 0 part-time staff, seven temporary staff, and 94 student staff. We continue to support, employ and educate students through hands-on, real-world experience in the technology fields.

### Marketing Analysis and Position Review

IT HR, along with members of the CIO leadership team, were instrumental in a marketing analysis of IT positions conducted to address challenges with the recruitment and retention for technical staff given the demand for required skillsets for various IT positions, completed in FY 16. This study consisted of a comprehensive review of all UNM staff position classifications in the IT job family and resulted in a restructure of position classifications.

## IT Staff Transitions

### Appointments, Promotions, & Separations for July 1, 2015 – June 30, 2016

#### Appointments

Employee Name	IT Unit	Position	Hire Date
Rita Abeyta	Applications	Programmer Analyst 3	05/27/2016
Brett Burleigh	Customer Service	IT Support Tech 3	07/20/2015
Erica Castillo	Networks	Technical Analyst 2	06/13/2016
Ray Dennis	Customer Service	IT Services Specialist – Core	01/25/2016
Claudia Dieterich	Applications	Programmer Analyst 3	08/3/2015
Zachary Estell	Finance	Professional Intern	07/1/2015
Vanessa Gouveia	Applications	Programmer Analyst 2	11/16/2015
Carlos Herrera	Classroom Tech	IT Services Specialist- Core	08/3/2015
Susan Jones	Applications	Technical Analyst 3	11/2/2015
Nader Khalil	Applications	Manager, IT Services – Core	10/12/2015
Ryan Lewis	Networks	Systems/Network Analyst 2	05/16/2016
Shad Malloy	Security	Manager, IT Services – Core	06/06/2016
Scott McMillian	Applications	Programmer Analyst 3	11/23/2015
Cassandra Montoya	Customer Service	IT Support Tech 2	05/09/2016
Benjamin Murray	Customer Service	Manager, IT Services – Core	08/5/2015
David Pace	Applications	Programmer Analyst 2	11/2/2015
Ian Powell	Applications	Programmer Analyst 3	10/19/2015
Craig Stevenson	Applications	Programmer Analyst 3	11/30/2015
Damion Terrell	Computing Platforms	IT Services Specialist – Core	01/27/2016
Ian Van Deusen	Customer Service	Systems/Network Analyst 2	03/07/2016
Justin White	Customer Service	IT Support Tech 2	12/14/2015

### Promotions

<b>Name</b>	<b>Position</b>	<b>Previous Position</b>	<b>Date</b>
Lawrence Alderete	Systems/Network Analyst 2	Systems/Network Analyst	10/01/2016
Raiff Arviso	Systems/Network Analyst 2	Technical Analyst 1	05/9/2016
Ryan Barber	Systems/Network Analyst 2	Systems Administrator	10/1/2015
Jonathon Bell	Systems/Network Analyst 2	Network Tech	11/1/2015
Stirling Crow	IT Services Specialist-Core	Programmer Analyst 3	05/1/2016
Marc Gonzales	Programmer Analyst 2	Programmer Analyst 1	12/1/2015
Randall Johnson	Programmer Analyst 3	Programmer Analyst 2	07/8/2015
David Lunde	Systems/Network Analyst 2	Network Tech	11/1/2015
Tanya Nespolo	Technical Analyst 2	Technical Analyst 1	10/1/2015
Elaine Rising	Associate Director	Business Analyst 2	05/23/2016
Kyle Roth	IT Services Specialist-Core	Programmer Analyst 3	08/1/2015
Neil Sabol	Technical Analyst 3	Technical Analyst 2	02/1/2016
Adiel Sanchez	IT Services Specialist -Core	Network Engineer	03/1/2016
Sonya Torrez	Systems/Network Analyst 3	Systems/Network Analyst 2	06/01/2016
Lucas Walker	Systems/Network Analyst 2	Systems/Network Analyst 1	0101/2016

### Separations

<b>Employee Name</b>	<b>IT Unit</b>	<b>Reason</b>	<b>Date</b>
Ken Asher	Classroom Tech	Resignation	02/05/16
Howard Benson	Applications	Resignation	03/11/16
Lucy Buecking	Security	Resignation	09/30/15
Carolyn Christman	Applications	Resignation	02/29/16
David Einerson	Applications	Resignation	11/04/15
Malaka El	Applications	Resignation	07/31/15
Lawrence Fernandez	Customer Service	Retirement	12/31/15
Charlie Fitch	Applications	Resignation	04/29/16
Christopher L. Gutierrez	Customer Service	Resignation	08/26/15
Christine Jaramillo	CIO Office	Resignation	11/20/15
Nicole Jones	Applications	Resignation	05/31/16

Letisha Kaskaske	Applications	Resignation	12/4/15
Linda Mayforth	Applications	Retirement	05/30/16
David McGuire	Project Management Office	Retirement	10/31/15
Jane McGuire	CIO Office	Retirement	10/31/15
Louella Phillips	Project Management Office	Retirement	01/29/16
Nicholas Romero	Customer Service	Resignation	01/11/16
Damion Terrell	Computing Platforms	Resignation	07/17/15
Anthony Waldron	Customer Service	Resignation	05/10/16
Brandon Wiser	System/Network Analyst	Resignation	10/09/15
Eric Woods	Security	Resignation	12/17/15

## VII. APPENDIX

### Appendix A – FY16 Completed Portfolio Projects (Class 3)

Implement Cherwell for UNM IT

Enterprise Digital Signage as a Service

O365: Lync 2013: Phase 1

LoboTime Implementation Phase II

Banner feed to ACL system

UAchieve v4.2 Implementation

UNM A-Z Directory Upgrade

Moving Oracle Databases & Services from AIX to Linux

Graduate Studies Database Disposition

SoLAR Database Disposition

HED Budget Reporting - HSC Build ODS tables

Law School - Build MyReports infrastructure and Access Reports conversion to MyReports

Community Engagement: 2015/2016 Mobile Apps Contest

WebFOCUS Drive Change see WebFOCUS 8.1.05 Upgrade with Drive Change

Academic Partnership for Collage of Nursing Program (RN to BSN)

Parchment - Send

Learn data to ODS for Academic Partnerships - CON and On-Line Quality Matters

Cap Project: Chemistry Renovation Phase 2



FY 2015-2016 Annual Report

# Institutional Support Services

Submitted by:

Chris Vallejos, Associate Vice President

<http://iss.unm.edu>



## Mission and Vision

### Mission

Institutional Support Services (ISS) delivers seamless services and programs for students, faculty, staff, visitors, and patrons through UNM Business Enterprises, Real Estate Development, and Facilities & Campus Planning groups with a focus on competitiveness, outstanding customer services, sustainability efforts and the creation of unique experiences, while supporting the University's core mission.

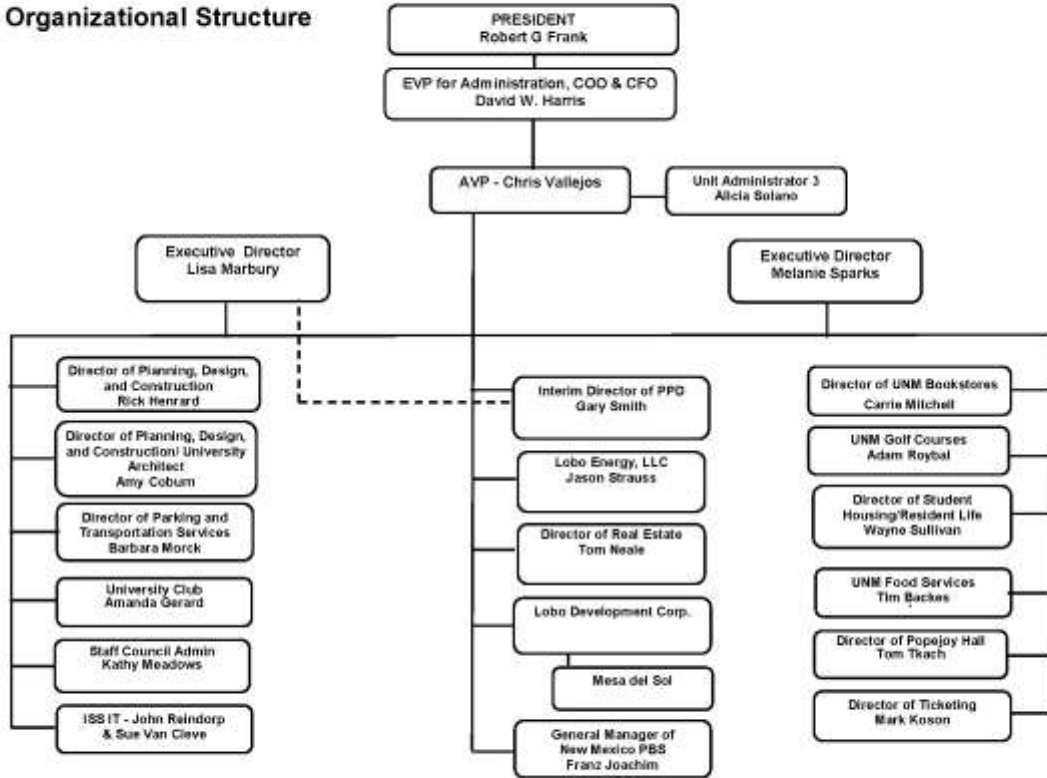
### Vision

ISS has established the University of New Mexico as the preferred educational destination for students, faculty, staff, visitors, and patrons through the provision of a sustainable campus environment that advances scholarly pursuits and enhances the quality of life by the delivery of outstanding services, identifiable values, and exceptional experiences.

## Organizational Chart

### Institutional Support Services

#### 2016 Organizational Structure



## FY 2015-2016 Annual Report

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## I. EXECUTIVE SUMMARY

Institutional Support Services (ISS) had many key accomplishments for FY 15-16 and overall had a very successful year. The ISS Communications & Marketing Committee completed a 7 month project to design and launch a new website for ISS that is aligned with UNM's branding strategy. As part of this project, new websites were also created for Physical Plant Department (PPD); Planning, Design & Construction (PCD); and Real Estate Department (RED). Additionally, the committee starting working in collaboration with University Communications & Marketing (UCAM) to develop a monthly video series to highlight the programs, services, and achievements of ISS departments. The committee will continue to find opportunities to educate the UNM community about the importance of this division and the vital role that each department in ISS plays in supporting the overall University mission.

ISS divisions continue to make both capital and process improvements. Popejoy Hall launched a \$1.5 million capital campaign aiming to complete facility renovations in three phases. The first phase of construction began at the end of FY 16 and included the creation of a corporate lounge in Popejoy's lower lobby (named the Southwest Capital Bank Corporate Lounge) and renovation of existing bathrooms. Planning, Design & Construction (PDC) completed their merge of the former Planning and Campus Development (PCD) and Office of Capital Projects (OCP) by successfully moving all employees to one physical space. The UNM Bookstores developed Inclusive Access pilots for lower level Spanish courses (101, 102, 201, and 202) and MGMT 310, which saved students over \$240,000 in course materials. Working with Contact Wireless, PPD is implementing a texting program that will increase the timeliness of reporting and addressing potential issues in high-traffic buildings.

Several ISS departments also finalized contracts and/or key partnerships. RED negotiated a public private partnership for the development of a 160,000 square foot mixed use building at Innovate ABQ. The six-story building will consist of 310 student housing beds with 30,000 square feet of academic and commercial space. Dining & Food Services negotiated and finalized an 8-year contract with Chartwells to provide a quality dining program on campus. Ticketing Services contracted with Best Union to continue usage of the Enta ticketing software.

Overall, ISS divisions were able to reach or exceed financial goals for the fiscal year. The total balance carry forward for ISS indices were:

- 816003 (general operating) \$8,134.19
- 816007 (auxiliary consolidated) \$698,549.56
- 816008 (self-supporting) \$11,988.41

Total available reserves for ISS departments was \$7,097,138 with \$1,785,342 and \$5,310,502 categorized towards commitments and dedications respectively. At the end of FY 15-16, ISS was able to contribute \$1,500,000 to the University to help support the academic/student mission.

## II. OVERVIEW

ISS is a consolidation of the Business Enterprise, Real Estate & Business Development, and Facilities & Planning units at the University. These units report to Associate Vice President, Chris Vallejos, and Executive Project Directors, Lisa Marbury and Melanie Sparks. The following departments report to ISS:

<b>Business Enterprises</b>	<b>Real Estate &amp; Business Dev.</b>	<b>Facilities/Campus Planning</b>
Ticketing Services	Real Estate	Planning, Design & Construction
UNM Bookstores	Lobo Development Corp.	Physical Plant Department
Popejoy Hall	Mesa Del Sol	Parking and Transportation Svcs
UNM Golf Courses		Lobo Energy
NMPBS		
Residence Life & Student Housing		
UNM Dining & Food Services		
UNM Faculty Staff Club		

ISS also oversees the administrative office of UNM Staff Council.

## III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

The following is a summary of the significant developments that occurred within the ISS units for FY 15-16:

- ISS Communications & Marketing Committee successfully completed several key initiatives, including the launch of several new websites (ISS, PDC, & PPD), an eNewsletter for staff, and the start of a video series in collaboration with University Communications & Marketing (UCAM) to highlight services and programs within ISS departments.
- The UNM Bookstores developed Inclusive Access pilots for lower level Spanish courses (101, 102, 201, and 202) and MGMT 310. This pilot helped lower the cost of course materials for the students and ensured that they had their materials the first day of class. This pilot was utilized by 2,645 students with a total cost savings of \$243,748.
- UNM Golf Course was able to decrease expenses at the Championship course by 9.1% as a result of lower maintenance costs and energy conservation savings.
- New Mexico PBS (NMPBS) continued growth in membership, posting a 3% increase over FY 15. FY 16 gross membership totaled \$2,953,585. Additionally, NewMexicoPBS.org had 509,992 webpage views across the entire site with an average of 42,499 per month. This is a 23% increase over last year.
- Parking and Transportation Services (PATS) had increased revenue by 1.1% over prior year despite declining enrollment and without an increase in fees or rates. In collaboration with PPD Engineering and funding from UNM's Sustainability Program, PATS installed two electric vehicle (EV) charging stations in the Cornell and Yale parking structures.
- PDC had another productive year completing with high professional service a total of 20 projects on time and on budget. Of the 20 projects completed, 3 were major and seventeen 17 were minor capital projects. PDC is currently working on 9 major capital projects of which 5 are large scale and 4 are smaller in size.

- Dining & Food Services negotiated and finalized an 8-year contract with Chartwells to provide a quality dining program on campus.
- Popejoy Hall presented 100 productions totaling 176 performances. Additionally, Popejoy's Golden Anniversary Gala was a wonderful success with more than 500 attendees, generating \$175,000 for operations and outreach programs. Popejoy also launched a \$1.5 million capital campaign aiming to complete facility renovations in three parts.
- PPD launched its Trades Training Program, which provides on-the-job experience to PPD employees to prepare them for future opportunities as an HVAC Tech, Automotive Tech, Plumber, or Electrician.
- PPD improved the reporting of capital projects by creating a project book for the senior management team. All projects greater than \$25,000 managed by PPD staff will be included in this quarterly report.
- Residence Life & Student Housing (RLSH) completed several facility projects, including: launching proximity perimeter access for Alvarado, Santa Clara and Laguna-DeVargas; coordinating with PPD to add exterior furniture throughout the residence hall area; replacing the electrical distribution system for Student Family Housing; emergency replacement of main water line for the Student Residence Center; and repair and painting of the Redondo Village exterior stairwells.
- Staff Council worked with UCAM to upgrade their website and collaborated with the Policy Office to implement the Community Engagement Leave Policy for staff.
- Ticketing Services had their third highest service charge revenue for a fiscal year and contracted with Best Union to continue usage of the Enta ticketing software.
- University Club improved its online resources and communications. University Club started a weekly newsletter for members and redesigned its website to align with the University branding effort. The University Club also made updates to meeting room amenities and conferencing capabilities.
- During FY 16, RED negotiated a public private partnership for the development of a 160,000 square foot mixed use building at Innovate ABQ. The six-story building will consist of 310 student housing beds with 30,000 square feet of academic and commercial space. The \$35 million project is under construction and will be completed in August 2017.

#### IV. CURRENT PROJECTS

- ISS Communications & Marketing Committee continues to work on the following initiatives: creation of promotional items to advertise the new website, development of individual department videos, and promotion of ISS socials and special events.
- UNM Bookstores is working with UNM Learn to integrate Inclusive Access with Blackboard LMS. The department is also work with both Pearson Education and RedShelf to expand Inclusive Access offerings. Additionally, the department is implementing a dynamic marketing program to replace Game Day Fridays.
- UNM Dining & Food Services is in the process of finalizing design plans for the renovation of La Posada Dining Hall. The department is working in collaboration with PDC, Chartwells, and the architects Vigil & Associates on this project.

- UNM Golf Courses is working with the Purchasing Department to review and select a vendor for their new golf cart fleet. The scheduled delivery of the golf carts is August 2016. Additionally, the North course phase II with Bernalillo County continues. This includes transporting reclaimed water from the Ford Utilities chiller plant to the golf course reservoir.
- NMPBS is preparing for the launch of two new channels. The first is a 24/7 full service television channel of all the great children's programming produced for PBS. The PBS Kids Channel will simultaneously stream on the internet offering unparalleled interactivity between kids and the program. PBS Kids will replace V-Me on KNME Channel 5.2 beginning January 2017. The other, First Nations Experience (FNX), is a full service television channel distributing programming for and about the Native American populations, as well as indigenous peoples from around the world. FNX is due to launch in Fall 2016.
- At the request of UNM Gallup, PATS began work on incorporating Gallup's campus permitting into their parking software system, T2 Flex System. Permits will be issued by Gallup at the start of the fall semester to students, faculty, and staff (currently at no cost). PATS will start training Gallup employees on the proper use of Flex to track permits and vehicles.
- PDC is currently in the planning phase for three large campus projects: Physics & Astronomy Interdisciplinary Science (PAIS) building, McKinnon Center for Management at ASM, and Johnson Center Expansion & Renovation.
- The renovation of Popejoy's lower lobby and restroom facilities, including the creation of the Southwest Capital Bank Corporate Lounge, is currently underway with an anticipated completion date of October 3, 2016.
- Working with Contact Wireless, PPD is implementing a texting program that will increase the timeliness of reporting and addressing potential issues in high-traffic buildings. Signs will be placed in the restrooms of most Main Campus and HSC buildings alerting the occupants (staff, students and the public) to text them with issues. Information will be relayed to the Work Control staff who will then generate a work order or phone call, depending on the urgency. Implementation will be completed by mid Q2 FY 17.
- RLSH is reviewing all processes and software related to how residents sign up for, are assigned and are charged for housing. Evaluation on software packages, including the current one, should be completed by end of October.
- Staff Council is working on a formal branding and marketing with assistance from UCAM.
- Ticketing Services is building a project list for web enhancements, which will be implemented in FY 18.
- The University Club is currently campaigning to forge relationships with departments that will increase usage and memberships.
- RED staff is currently working on a number of acquisitions on behalf of various institutional entities, a number of targeted land acquisitions for the HSC and UNMH.

## V. FUTURE PLANS/GOALS

- The ISS Communications & Marketing Committee will continue to move forward with several initiatives in their Action Plan, including the development of a brochure, new interdepartmental networking opportunities and socials, employee surveys, and maintenance of websites.
- The ISS Awards & Recognition Committee will move forward with drafting a program proposal. If approved, the program will be implemented in early 2017.
- UNM Bookstores will develop Apple DEP program to increase sales of Apple computers and commissions for campus. They will also work with a third party and Apple to develop a program for the rental of tablets and laptops for departments.
- UNM was selected to host the 2017 Southern Regional Conference for the National Association of College and University Food Services (NACUFS). UNM Dining & Food Services will be working on the production of the conference with assistance from Chartwells, the Santa Fe Visitor and Convention Bureau and National NACUFS staff to make the conference a success and highlight the components that make UNM a signature collegiate food service account.
- UNM Golf Courses will continue to research golf industry trends and will continue to adapt to challenges facing the golfing industry nationwide.
- NMPBS will participate in national working groups to develop new transmission standards and build new transmission models based on the ATSC 3.0 broadcast standard position. NMPBS will be at the forefront of emerging technology and new business opportunities. NMPBS intends to transition their entire transmission pipeline to ATSC 3.0.
- PATS will explore several process improvements and capital projects, including: the possibility of adding LoboCash use for payment of pay station parking, implementation of an auto-renewal process for Rover permits at the start of each fiscal year, the possibility of implementing a bicycle rental program in partnership with the City of Albuquerque, and construction of a new parking structure on Main Campus.
- PDC will continue to develop and strengthen its broad leadership role with focus on long term campus stewardship and application of best practices. It will be PDC's goal for the next couple of years to provide leadership and high quality management for the major capital projects currently outlined while minimizing risks and completing them on budget, on time and with a high level of professional service outcome.
- Popejoy hopes to complete the renovation of the upper lobby and restroom facilities in Summer 2017. Upon completion of this project, Popejoy hopes to renovate the artist dressing rooms and green rooms, which have never been remodeled.
- PPD will review the financial impact of new buildings on I&G Utilities, Maintenance and Operations, Grounds, and Custodial Services. They will review this with the senior leadership team and address the impacts to PPD's budgets. PPD will also pursue revenue enhancement opportunities with all divisions to offset funding reductions.
- RLSH continues to actively plan for the future including preparation for the Freshman Live-In Requirement, what roles will be played in the new downtown Innovate ABQ Project, and an internal multiyear plan to address facility needs.



- Ticketing Services will continue with ongoing strategies to add technological upgrades and evaluate their organizational chart for opportunities to make adjustments for long-term success.
- University Club continue to have regular member events, with a focus on recruitment events, to grow the membership base.
- During FY 17, RED will focus on improving financial reporting, staff development, and aggressively seeking income producing opportunities.

## **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

- There were no hires or separations for the ISS office in FY 16.
- Alicia Solano was reclassified to a Unit Administrator 3 in April 2016.

Appendix A



FY 2015-2016 Annual Report

**Bookstores**

Submitted by:

Carrie Mitchell, Director

<https://bookstore.unm.edu>

<http://loboden.unm.edu>

## **Mission and Vision**

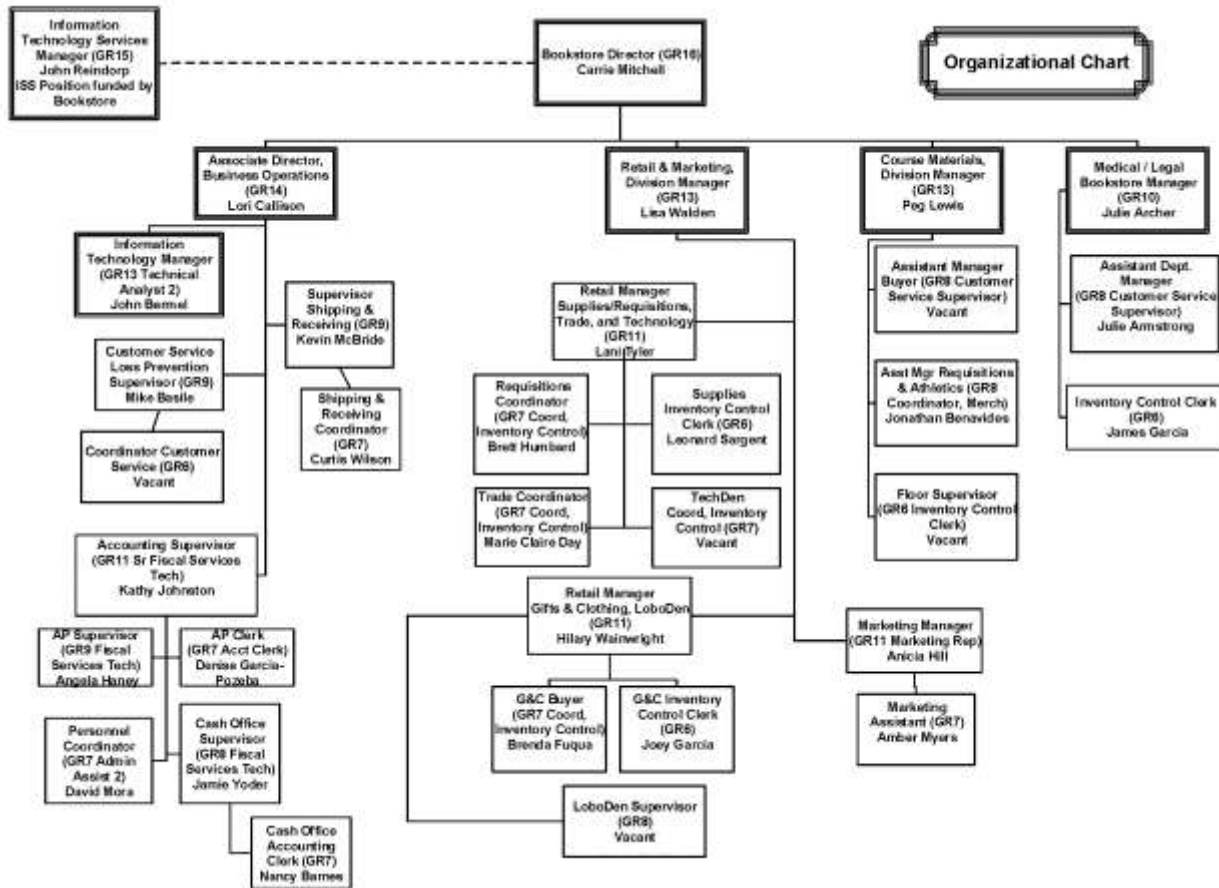
### **Mission**

The UNM Bookstores will provide customers the educational products, services, and resources to support our campus community. In addition we will provide value enhancing services that support our campus community and strive to be an indispensable campus partner.

### **Vision**

UNM Bookstores are a forward thinking, effective campus partner, advancing the University's mission

## Organizational Chart



**FY 2015-2016 Annual Report**

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## I. EXECUTIVE SUMMARY

Bookstores on main, north and south campuses had many challenges and also great growth in several new programs for FY 15-16. With a strong focus on affordable course materials for all students, a partnership with Athletics, Golf Courses and IT, the Bookstores play an integral role within the University.

For FY 16, the Bookstores allocated \$190,000 to ISS, \$50,564 to Athletics, while funding an ISS IT position 100%, plus supplementing retail, marketing and financial services for both Golf Courses. Sales for all locations were \$14,230,384, down \$266,105 from budget. Both Medical-Legal and Lobo Den stores saw small increases in sales over budget. Total revenues were below budget by \$233,723, but we were able to reduce operating expenses by \$143,070.

A large part of the decrease in operating income was attributed to our lowering prices of course materials. In Spring 2015, the PCAS subcommittee identified affordable course materials as a priority for UNM. The Bookstores created two pilots for an Inclusive Access program on main campus. We negotiated lower prices for the Spanish 101, 102, 201, and 202 course materials and MGMT.310, and passed all the savings on to the students. Every student had their course materials on the first day of class. The two pilots brought significant savings for our students, \$243,748. Through Inclusive Access and growth in the rental textbooks, the Bookstores were able to reduce the average cost of course materials for our students for a fourth year in a row. Total savings to students on these two programs was over \$800,000. We see this as a huge achievement and will continue to grow the programs.

We decreased our labor expenses by \$149,895 thru consolidating positions and waiting to fill positions longer than usual. There were three large unanticipated costs. First was a glitch in the migration to the new bank selected by the University. An extra \$36,101 was charge in banking fees due to the incorrect directives submitted to the new bank on credit card parameters for the Bookstore. The second was an increase in bad debt expense of \$31,650. The third was a high COGS for rental textbooks costing \$25,149. All three have been addressed for FY 17.

Bookstore staff members continue to be very involved on campus and participate in our industry, through regional and national associations. Two managers presented on their area of expertise at a national conference, two staff members are on the board in their regional association, secretary and president elect, as well as education committee chair. Our Merchandise Division Manager received the *Jim Davis Award for Meritorious Service*, for her work on staff council.

## II. OVERVIEW

The Bookstores are involved throughout campus with the academic mission. We are the sole repository of course material information for both main and north campus. Through reaching out to all faculty members to obtain this information and make it accessible for our students, we fulfill the critical role set forth by the HEOA act of 2010. Our expertise is to take this information, verify it, research all options, order, procure it at the best cost and make it available for all students. We support the courses with technology products at low academic prices. We work closely with faculty to find required course supplies and create discounted bundles. Our Trade department carries a wide

range of books by faculty authors, and for test preparation and study aids. We assist campus departments for all author events on campus with sales support. We are the graduation regalia center for student, faculty and administration.

Our Tech Den carries a large selection of computers, laptops and tablets available to students, staff, faculty and departments. We have partnered with IT to provide same day computers for staff on campus. The New Faculty Orientation is a program that we support both financially and with sessions on what services we provide to faculty for student's course materials. Our staff educates both students and parents, during New Student Orientation, all about course materials. We explain how and when to buy them. What it means to be required, eBooks versus ala carte books, rental versus purchase, about adaptive learning tools such as clickers. We spend time getting them comfortable with what is coming for their students. We partner with the Athletic Department to sell UNM logoed product, instilling pride for the campus community. Through our partnership, we profit share a 50/50 split the sales at athletic venues.

### III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

- Developed Inclusive Access Pilots utilized by 2,645 students with a savings of \$243,748
- Increased rental textbooks available, saving students over \$600,000
- Launched order online, pick up in store, year round, that grew online orders by 88%
- Grew win rate on textbook web orders by 5.9% to 78.9%
- Increase number of author events we support by 96%
- Created a digital student employee orientation program
- Developed an MOU with UNM IT for department staff same day computers
- Completed Verifone implementation for PCI compliance
- Consolidated two supervisor positions into one management position, and eliminated a full time data entry position to reduce labor dollars
- Introduced to Provost; a new software platform, Verba Collect, to assist faculty in selecting course materials for class, that will track affordability and offer substitutions at a lower cost. Software has a record in increasing on time faculty adoptions by 50%.
- Developed mobile sales program through the use of Talec to provide off site sales for Trade and General Merchandise departments
- Created a "One Voice" marketing program for summer NSO to highlight student savings and services available

### IV. CURRENT PROJECTS

- Partnership between UNM Press and Bookstore – UNM Press Corner
- Working with UNM LERN to integrate Inclusive Access with Blackboard LMS
- Centralizing all shipping and receiving into main store
- Establishing work group to develop processes that increase turns and GMROI

- Developing pilot with eBooks for Athletics to find savings in course materials
- Developing website authentication with UNM IT for better, safer online service
- Implementing Verba Collect throughout main and north campus in support of Provost's initiative for affordable course materials and help with adoptions
- Reducing old textbook inventory with Monsoon software program
- Developing 5 year capital plan for main bookstore
- Adding Copia eBooks to expand eBook offerings
- Working with Pearson Education to expand Inclusive Access offerings
- Working with RedShelf to expand Inclusive Access offerings
- Working on Strategic Planning
- Creating web order fulfillment process and procedures to streamline
- Creating online forms for campus departmental use in securing the Trade department for author events
- Implementing a dynamic marketing program to replace Game Day Fridays
- Creating new clear signage throughout Gift and Clothing departments to assist customers in their shopping experience

## V. FUTURE PLANS/GOALS

- Develop Apple DEP program to increase sales of Apple computers and commissions for campus
- Task force to develop student leader program
- Address staffing needs in the organization for continued growth in web order sales
- Developing staff selling and service program to increase customer satisfaction
- New POS software with loyalty program
- Start on Five year capital plan for main bookstore
- Working with 3<sup>rd</sup> party and Apple to develop program for rental tablets & laptops for departments
- Creating dynamic events that utilize one day "flash sales" programs to increase traffic throughout stores



## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

### Appointments

Hilary Wainwright, Retail Manager for Gift & Clothing  
Brett Humbard, Coordinator/Inventory Control for Supplies & Requisitions  
Louis Trujillo, Customer Service Supervisor for Lobo Den  
Marie Claire Day, Coordinator/Inventory Control for Trade  
Jesse Chavez, Coordinator/Inventory Control for Tech Den

### Separations

Annette Rodarte, retired, Customer Service Associate  
Keith Denninger, Inventory Control Clerk, Lobo Den  
Cheryl Pirard, Inventory Control Clerk – Textbooks  
SuAnn Eby, Coordinator, Customer Service  
Louis Trujillo, Customer Service Supervisor

Appendix B



FY 2015-2016 Annual Report

**Golf Courses**

Submitted by:

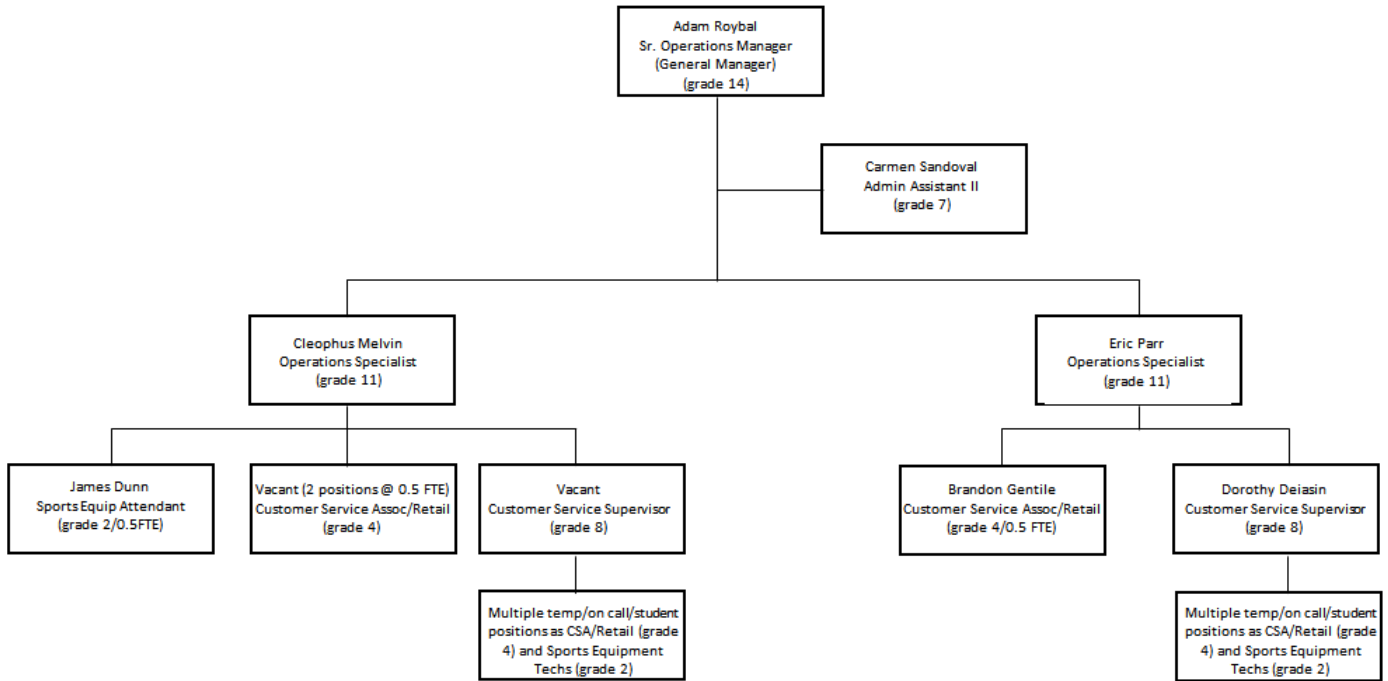
Adam Roybal, Senior Operations Manager/PGA General Manager B-13

<http://unmgolf.com>

## **Mission**

The UNM Golf Courses are essential University assets that embody ideals consistent with its standards of excellence. Maintain the golf courses at a high quality, championship level throughout every aspect of the golf operation. Manage with a commitment to service, emphasizing a welcoming environment. Support intercollegiate golf programs consistent with the standards of the University. Support and enhance the variety of recreational opportunities offered to UNM Students/Faculty/Staff, Alumni, University guests and public consumers.

### Organizational Chart



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## I. EXECUTIVE SUMMARY

Golf rounds played at the Championship course totaled 27,843 in FY 15-16, a decrease of 13% from the previous year. Golf rounds played at the North course totaled 28,931 a 3.1% decrease from previous year. Championship course experienced a downward trend in rounds played while North course had a slight decrease in rounds played from positive trends in FY 14-15. Furthermore, green fee revenues at the Championship course decreased 12.8% over the previous year while the North course had a minimal decrease of .005% for the same reporting period. Customer retention due to competition and a bleak discretionary spending economy at championship course decreased market share contributing to these figures. North course experienced a significant revenue growth in FY 14-15, however, FY 15-16 had experienced a plateau of revenue growth. On the expense side, the Championship course decreased total operating expenses by 9.1% and the North course increased 7% from the previous year. Factors contributing to the expense decrease at Championship course are a result from a lower maintenance contract and energy conservation savings from utility expenditures. North course expenses were above previous year due to filling the supervisor position at North course.

## II. OVERVIEW

The Championship course continues to be recognized as one of the premier collegiate courses in the Nation. National golf and travel publications continue to recognize the Championship Course as one of the best places to play in America. Golfweek, the magazine, ranked the championship course the #2 golf course to play in Albuquerque. 2,122 tournament rounds were hosted by the Championship course including (3) intercollegiate tournaments and (2) national junior tournaments. Also, the Championship course hosted the NCAA Men's' Division 1 regional championships in May. Additionally, the Championship course hosted various USGA, PGA and Junior tournaments. Furthermore, the Championship course continues to support junior golf as being the home of the First Tee of Greater Albuquerque to increase junior participants and continue to help the growth of the game. The Championship course continues to host numerous charitable benefit tournaments as well as provide a venue for many UNM Departmental fund raising tournaments. The UNM golf courses continue to support and enhance the variety of recreational opportunities offered to UNM Students/Faculty/Staff, Alumni, University guests, and public consumers.

## III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

Improving marketing and promotion efforts both golf courses are utilizing Institutional Support Services (ISS) entities to expand and provide growth within the institution. Participation includes organizations such as the NM Golf Tourism Alliance, Golf on the Santa Fe Trail and strong relationships with the ACVB, State Department of Tourism and the Sun Country Golf Associations. Our websites [www.unmgolf.com](http://www.unmgolf.com) and [iss.unm.edu/departments/golf-courses.html](http://iss.unm.edu/departments/golf-courses.html) provide

marketing tools for the operation to increase awareness for the golf courses. The UNM golf courses are continuing to utilize social media as a platform to reach our consumers. Continue to develop and maintain relationships with the North Neighborhood Associations and Bernalillo County. We continue to support both Athletic golf teams at the Championship course. Managers are also active participants in the Safety and Risk Services Loss Prevention and Control Committee.

#### **IV. CURRENT PROJECTS**

Work with purchasing department to review and select vendor for new golf cart fleet. Scheduled delivery for golf cart fleet August 2016. North course phase II with Bernalillo County that includes transporting reclaimed water from the ford utilities chiller plant to golf course reservoir.

#### **V. FUTURE PLANS/GOALS**

The Championship and North Course continue to support the vision and mission of the University. The golf courses will continue to focus on Institutional Support Services work plan goals. Golf Course will continue to research golf industry trends and will continue to adapt to challenges facing the golfing industry nationwide.

#### **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

##### **Staff Appointments:**

Conlan Burk, Customer Service Supervisor	7/15
Dorothy Delasin, Customer Service Supervisor	8/15

##### **Staff Separations:**

Conlan Burk, Customer Service Supervisor	2/16
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Appendix C



FY 2015-2016 Annual Report

**KNME-DT KNMD-DT**

Submitted by:

Franz Joachim, General Manager & CEO

[www.newmexicopbs.org](http://www.newmexicopbs.org)



## Mission and Vision

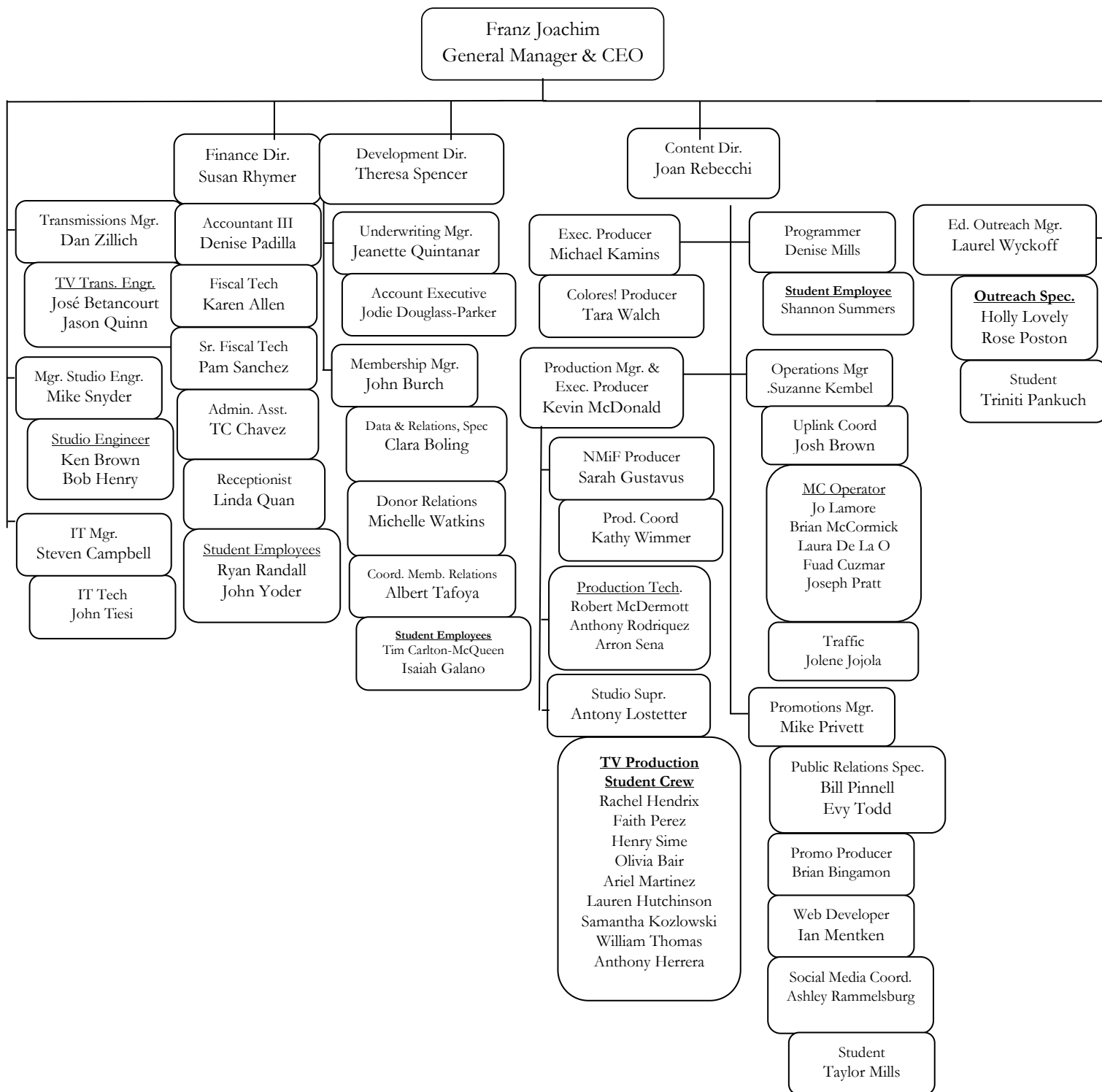
### Mission

New Mexico PBS' Mission is to inform, engage, educate and connect New Mexico's diverse communities, reflecting their interests and needs through quality programming, services, and on-line content that can be accessed anytime, anywhere.

### Vision

New Mexico PBS will invest its resources to enrich the lives of viewers through engaging content and services that expand horizons, stimulate local culture, foster public dialogue, encourage civic involvement, and advance the quality of life for all.

### Organizational Chart



**FY 2015-2016 Annual Report**

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## I. EXECUTIVE SUMMARY

New Mexico PBS (NMPBS) began FY 16 in solid positions with respect to finances, standing in the community and standing nationally as a PBS affiliate.

Key accomplishments during FY 16 included continued growth in membership posting a 3% increase over FY 15. FY 16 gross membership totaled \$2,953,585. Overall viewership remains steady while similar television markets around the nation continue to see weakness. Revenues from ancillary activities such as program distribution and video production services surpassed key benchmarks. Corporate Underwriting sales that have suffered significant downward movement since the beginning of the recession in 2009 appear to have stabilized, but show no signs of improving. NMPBS has launched a new Corporate Underwriting strategy, repackaging our on-air inventory, in hopes of providing greater value to our clients. Ancillary revenue from leasing space at translator sites is improving.

NMPBS channel 5.1 KNME continues to enjoy strong ratings, indicating a dedicated following. Aggregate ratings for KNME-TV channel 5.1 show that we remain in the top twenty most watched PBS station in the country, and regularly appear in the top five for specific evenings and programs. Day time ratings, specifically around our children's block are competitive with the commercial offerings sharing the same day parts often outperforming all competition. However we are seeing weakness in the morning lineup for children's programming. We attribute this to a concerted effort by NMPBS and by PBS nationally to push families towards "second screen" viewing on tablets and smart phones for children's programming. We have a robust platform for children with educational programming and educational games.

NMPBS has picked up Nielsen ratings services for all four streams, KNME 5.1, KNME 5.2, KNMD 9.1, and KNMD 9.2. The data suggests very low interest in KNME 5.2 V-Me, supporting the anecdotal evidence we have been relying on since its inception in 2007. KNMD 9.1 enjoys the highest overall per capita viewership per in the nation for the World channel and 9.2 Create demonstrates strong, growing viewership. This despite the fact that it is still not available to 30% or more of our viewers on DirecTV or rural translators.

Our local impact enjoys continued success and increased relevance. With the launch of *Colores!* in FY 13 we re-established our claim to both the brand and the genre. There is no other continuous and comprehensive coverage of the New Mexico arts and culture beat. And in partnership with other PBS stations around the country we distribute these stories of the New Mexico Arts scene to a national audience. Eight different New Mexico artists' stories were picked up and distributed nationally. Viewership of *Colores!* has increased by approximately 17% over last year with over 170,000 views.

Similarly, we continue our partnership with the Corporation for Public Broadcasting's American Graduate initiative leveraging the relationship to highlight the issues surrounding flagging high school graduation rates around the nation through the lens of the solutions we are finding at the local level. The United Way of Central New Mexico's Mission: Graduate initiative recognized the strength and value of the structure we created around American Graduate and has incorporated that structure into their program. NMPBS and the American Graduate initiative are fundamental to the Mission: Graduate structure as a key partner and media leader.

*New Mexico in Focus* remains the only state wide television program devoted to New Mexico public affairs and the analysis of local issues. NMPBS also partnered with KUNM, NM In Depth, and UNM News Port, on the *People, Power, and Democracy* project that provided extended coverage of the 2016 Legislative session. Through additional partnerships with our sister stations, KENW-TV Portales, KRWG-TV Las Cruces, KUNM-FM, and KANW-FM we are in a unique position to reach every citizen of the state with issues of import, relevant information, entertaining, enlightening, educational content that improves our lives and helps us become better citizens. This was most apparent in our collaboration to make sure that EVERY citizen in New Mexico had access to a live feed of Governor Martinez 2016 State of the State address. Providing a live feed of the address to each Public television station and Public Radio station as well as providing a live stream on the internet ensured that every citizen of the state had the opportunity to see the governor's address. NMPBS also supplied our recording of the address for distribution nationally on CSPAN.

## II. OVERVIEW

NMPBS exists as an umbrella brand for two broadcast entities, KNME-TV and KNMD-TV. KNME-TV was licensed to broadcast as a Public Television station in 1958. UNM and the Albuquerque Public School District signed a Joint Powers Agreement that defines the responsibilities of each institution to the construction and operation of KNME-TV. In 2004 KNMD-TV was licensed solely to UNM to operate as a Public Television Station. KNME and KNMD, as well as Westlink Satellite Distribution Services, NMPBS Production Services, [www.NewMexicoPBS.org](http://www.NewMexicoPBS.org), and NMPBS LearningMedia operate as entities of NMPBS.

NMPBS provides New Mexicans with the knowledge they need to make informed decisions; we convene community dialogue, and engage audiences to share their stories. We help students and teachers thrive in 21<sup>st</sup> century classrooms, and take people of all ages on journeys and exploration – exposing them to new people, places and ideas. We are leaders in using emerging technologies to bring benefits in the digital world and inspire community engagement. We act on the belief that place and community matter.

NMPBS KNME channel 5.1 is one of the most watched public television stations in the country reaching almost 700,000 households each week with over 20,000 members in New Mexico. In addition to such standards as Nature, Nova, and Masterpiece Theatre KNME provides over 70 hours a week of educational and entertaining children's programming. By some measures that makes us the largest provider of early learning resources in the state. KNME channel 5.2 broadcasts Spanish language content specifically programmed for the Spanish speaking audience that yearns for more enlightening and educational fare.

NMPBS Channel 9 reaches approximately 360,000 households with an alternative schedule of PBS programming aimed at the educated voter. Our PBS World service on channel 9.1 provides news from around the world and public affairs programming designed to inform and inspire. KNMD 9.1 is the most watched World channel in the country. The Create service on channel 9.2 is an aggregation of all the great how-to, cooking, and travel programs that made PBS the leader of that genre.

Westlink Satellite Distribution Services provides a low-cost alternative distribution point for those seeking the viewership among the nations other PBS stations. Westlink provides over twenty hours of high quality programming to every station in the PBS system every week.

NMPBS Production Services honors the congressional mandate that PBS stations use their facilities to mitigate tax payer involvement in supporting station operational costs. By identifying niche markets in video production, not otherwise served by the New Mexico film and television production community NMPBS Production Services generates significant revenues that support the mission and vision of NMPBS.

NewMexicoPBS.org provides users with a place to interact, learn more, and connect with others. NewMexicoPBS.org enjoys and over 43,000 page views per month, a 23% increase over last year. NMPBS has extensive partnerships throughout the community. These partnerships include the K-12 community, higher-education, dozens of community service organizations and more.

NMPBS LearningMedia leverages the best of local and national educational content, providing learning modules gleaned from the best of PBS and NMPBS programs along with lesson plans ready to be used in classrooms around the world. NMPBS LearningMedia is an invaluable educational resource used by over 5600 teachers statewide. Teacher involvement in New Mexico has grown 12% over last year. We continue to encourage adoption by UNM's College Of Education and the Albuquerque Public Schools District as well as New Mexico's Public Education Department. As the nation's largest and most cost effective platform for on-line multimedia learning assets PBS LearningMedia's broad acceptance by New Mexico's educators suggests an opportunity for significant revenue, while providing a highly competitive alternative to other platforms.

Our broad reach on-air, on-line, and on the ground comprise an extensive educational and community service organization in New Mexico. NMPBS is proud to be the distributor of more high quality educational assets to more New Mexicans than any other institution or business in the state. For more than 56 years, NMPBS has been a leader in public television with a history of innovative services connecting the people of New Mexico.

### III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

- NMPBS is one of the most watched public television stations in the country reaching almost 700,000 households each week. NMPBS continues to average in the top ten most viewed stations at least three times a week. The Wednesday night science block which includes NOVA and NATURE are very popular among our viewers as well as MASTERPIECE, ANTIQUES ROADSHOW, and FRONTLINE.
- NewMexicoPBS.org enjoyed 509,992 webpage views across the entire site with an average of 42,499 per month. This is a 23% increase over last year. Our new Enhanced Schedule Page on our web site has increased 157% to 16,946. This section allows users to click on videos and photos in the program listings section and receive expanded information. The Support section of the website increased traffic by 78% to 18,256 page views. NMPBS has also had a 147% increase to 304,461 views on the streaming PBS Video Portal and 57,268 YouTube video views, a 15% increase. *New Mexico in Focus* had 388,326 YouTube video views.
- Our social media sites also saw growth in the past year. NMPBS Facebook fans have grown 51%, and our Twitter following has grown 45%. Along with the growth we saw on Facebook and Twitter, our Instagram following has increased 58% in FY 16. New Mexico PBS signature weekly public affairs show ***New Mexico in Focus*** remains the only state

wide television program devoted to New Mexico public affairs and analyses of local issues. Topics covered by ***New Mexico in Focus*** in 2015-2016 include mental health and firearms, school based health clinics, responsible gun ownership, APD reform and the Department of Justice report, rising cost of health insurance, heroin addiction, fracking issues in New Mexico, plus interviews with Mayor Richard Berry, MMA fighter Holly Holm, Attorney General Hector Balderas, Senator Martin Heinrich on proposed changes in mining regulation, Senator Tom Udall on changes in regulations of chemicals in the U.S., and more. This same ethos carries through our entire commitment to public affairs, to make sure vital information is available to every citizen of New Mexico.

- COLORES! continued as a weekly local and national art series on NMPBS. The series features local and national stories about film, visual and performing arts, theater, photography, literature, painting, sculpture, poetry and dance. COLORES! provides an in-depth look at the inspiration, challenges and processes of a wide range of artists. COLORES! is presented through a collaboration between NMPBS and the Public Television Major Market Group (MMG), a public television affinity group. Episodes included interviews with Fresco artist Frederico Vigil, Santa Clara Pueblo artist Michael Naranjo, Author John Nichols, Taos painter Victor Higgins, profile on Pueblo Bonito in Chaco Canyon, renowned New Mexico photo journalist Miguel Gandert, Lowrider Cruise in Santa Fe, and many more.
- NMPBS produced a special documentary called ***New Mexico Masterpieces*** which aired in December 2015. ***New Mexico Masterpieces*** celebrates the great paintings, sculptures, architecture, photographs, films and other artworks that express the very fabric of New Mexico's creative spirit.
- In April of 2015, NMPBS went on location to film ***Nuestra Musica*** at the Lensic Performing Arts Center. This one-hour special featured some of the best of New Mexico's Hispanic folk musicians such as the legendary Toni Apodaca. This was turned into a pledge special that aired as part of the August 2016 pledge drive.
- FY 14-15 was very successful for our uplink business. Some of the clients we served included FOX, MSNBC, CNN, Al Jazeera, and Telemundo. We connected dozens of experts and pundits to these commercial outlets in both Albuquerque and Santa Fe. Prominent guests including former New Mexico Governors Bill Richardson and Gary Johnson, plus former CIA operative Valerie Plame.
- NMPBS also works with outside organization on production contract jobs and grants. Some of the highlights include a short video we helped produce for the Staff Council at UNM, commemorating the group's 25<sup>th</sup> Anniversary. We also helped land several grants that allowed us to go out into the field to tell important stories, such as the "Chasing the Dream" segment we did for the Corporation for Public Broadcasting. This piece focused on a local group, Prosperity Works which help New Mexicans, especially young kids learn about financial literacy and independence. The piece aired on our weekly Public Affairs show, ***New Mexico in Focus***.

- As in years past, we also continue to help train and mentor the broadcast production professionals of the future. First and foremost, there is the lab for C&J 360 that continues to meet in our studio. This Communication and Journalism class teaches students the basics of production, from reporting, to shooting and editing news packages, as well as the basics of studio production: from studio cameras, to technical directing and running an audio board. We also continue to work with the New Mexico News Port students from the C&J department. So far they have helped produce pieces for our entrepreneur series, as well as interviews with victims of gun violence. This fall they will be helping us to connect with voters as part of our coverage leading up to the 2016 elections. We have also tried to increase our capacity to take on interns, especially in our Public Affairs Department. This includes UNM and APS students.
- In coordination with United Way's Mission: Graduate Education summit, planned for September, NMPBS American Graduate is hosting a luncheon and awards ceremony to recognize and award New Mexico's American Graduate Champions. One Champion, Lorilei Chavez of Bernalillo High School, will be honored in the national broadcast for American Graduate Day in September 2016.
- NMPBS developed an Attendance Awareness campaign as part of the United Way Mission Graduate initiative and the Corporation for Public Broadcasting American Graduate project. The slogan for this campaign is "Everyday Matters." We are running digital billboards and bus shelter panels, Spanish and English radio spots and spots on Comcast utilizing this message.
- During 2015 we provided approximately 1,000 hours of satellite uplink service to PBS stations during the fiscal year, and reached approximately 127% of our annual goal. NMPBS has also renewed the distribution agreement with our largest client, Democracy Now! for the next fiscal year.
- We continued our partnership with UNM Continuing Education for the NMPBS Kids Summer Learning Camp. NMPBS trained instructors to use PBS Kids programming for camps that provided hands-on activities for children while building their math and reading skills. In addition, NMPBS held Sci Girls camps based on the popular PBS program to investigate STEM activities.
- NMPBS held a screening and panel discussion on ***NOVA: Making North America*** in October 2015 at the NM Museum of Natural History and Science. The Executive producer from NOVA and the host of the show were at the event. After the panel discussion, audience members asked questions and were able to bring in rock specimens for identification from the experts. Over 200 people attended.
- ***Genealogy Roadshow*** came to Albuquerque in December 2015 to tape an episode. NMPBS worked with the producers to promote the taping on-air, on-line via email to our members, and press interview with the producers. The goal was to have people from the community at the taping. The episode aired in May 2016.



- NMPBS received a grant from Vision Maker Media to cover election 2016 from the Native American perspective on four key issues: election, environment, economic development, and juvenile justice. These segments appear on ***New Mexico in Focus*** in Fall 2016.
- In April 2016, NMPBS partnered with KUNM and KSFR on a special event with the host of ***Democracy Now***, Amy Goodman at the Lensic Performing Arts Center. Over 800 people attend this sold out event with the proceeds split between the three stations.
- NMPBS membership raised \$2,953,585 against a goal of \$2,800,000. This total is a 3% increase over FY 15. The main factors that helped secure this increase
  - On-air revenue increased by 10% largely due to the advantage of ***Downton Abbey's*** final season.
  - The launch of *Passport* helped increase Web contributions by 13% over the prior year. *Passport*, formerly Membership Video on Demand, gives members access to a vast library of PBS and local content via PBS.org and PBS mobile apps. It makes available exceptional programming in a way that benefits membership and provides advanced marketing opportunities.
  - Ongoing Sustainer revenue from our aggressive efforts to acquire new and convert existing donors grew by 37% over FY 15.
  - A 6.08% increase in revenue from Major Donors.
- Our direct mail vendor provided us with a snapshot of membership revenue. Unlike a majority of stations, we are as strong in mail (40% of membership revenue) as on-air (40% of membership revenue.) The diversity of revenue makes for a more stable and robust income stream.
- Secured rights and content to create DVD series of Albuquerque episodes of Antiques Roadshow and offered as premiums during 2015 Pledge drives. Participated in two national pledge events in Fall 2015. Ken Burns' "Civil War" grossed \$2,712 and "Walt Disney" grossed \$1,044. Such opportunities test non-traditional pledge programming outside of regular drive periods. They are efficient to facilitate and attract viewers, but do contain fewer pledge minutes and can have a lower gross. NMPBS created a very successful pledge drive program, ***Nuestra Musica***. Nationally, ***Nuestra Musica*** was one of the highest grossing local programs out of 70+ stations, 130+ streams, and 249 different pledge programs.
- In July, we executed two "house" parties for the American Graduate initiative and with support from a \$10K Newman's Own grant. Event goals were to raise awareness of the program and raise revenue. Information and question-and-answer sessions were held in a major donor home in Corrales and in a suite during an Isotopes game. In both cases, the hosts matched gifts up to \$1,000. In addition to informing guests about American Graduate, the events strengthened donor relationships and saw increased annual giving from the hosts.
- NMPBS participated in National Estate Planning Week in October and mailed 77 estate planning books by request of longtime donors. The effort resulted in six confirmed gift expectancies. To date, NMPBS has 40 planned gift expectancies and has confirmed one gift at \$250,000 and one at \$1,000,000+.

- Hosted 10 donors in the UNM Foundation suite at a Lady Lobos basketball game. Used it as an opportunity to further cultivate donors and clients.
- Enrolled 744 users into the Online Personal Interface (OPI) of our constituent relationship management software.
- Cultivated 101 viewers/donors at the NOVA premiere of *NOVA: The Making of North America* in November at the Natural History Museum.
- Staffed a table with volunteers for the Albuquerque taping of *Genealogy Roadshow* at the Old Airport Terminal. PBS and show producers praised our volunteers for their good nature throughout the long day. The Albuquerque episode was the season premiere, airing in May 2016.
- Hosted 37 donors at a special reception in Santa Fe prior to the last season premiere screening of *Downton Abbey* in December.
- Received \$59,885 in a realized estate gifts.
- Hosted 77 donors and raised \$8,630 in cash and \$3,800 in donated services at a *Downton Abbey* Tea hosted at Los Poblanos.
- Began prospecting donors to support the documentary “Painting Santa Fe” set to air in 2017. Have cultivated a major donor/gallery-owner in Santa Fe to champion the project among funders in the Santa Fe area. Have raised \$15,000 to date against a \$100,000 goal.
- The station raised approximately \$18,000 for the arts and education endowment from the Great Southwestern Antique Show and the Objects of Art – Santa Fe shows in August of 2015. It was the third year of a three-year commitment to raise \$100,000 in endowed funds or NMPBS. The network was named the beneficiary for a fourth, additional year in August 2016.
- NMPBS continued to make Payment Card Industry (PCI) Compliance a top priority for its donors by strengthening security procedures across the station.
- NMPBS continues to employ two students to offset overhead costs. Both students are dependable and efficient. The business student in Corporate Support has done a tremendous job of helping to organize the Underwriting Wave luncheon promotion and tracking with his strong database management skills.
- As we and other public television stations had seen a decline in corporate support revenue, we turned to a consultant to refine and retool our corporate business model. He has a longtime history with public media underwriting; coaching the department on packaging large amounts of broadcast inventory—genre specific—with a very low cost per thousand. He presents these packages at a complimentary lunch for prospects. One presentation in ABQ has resulted in a \$20K contract.

- In addition to on-air program sponsorships and hosting the Underwriting Wave, the corporate support department raised \$20,000 in support of NMPBS' STEM-based initiatives from Sandia National Laboratories.
- NMPBS worked with Albuquerque Public Schools Capital Master Plan to include a capital request in the 2015 Mill Levy. Upon passage of the Mill Levy, NMPBS secured \$1.45 million to fund a variety of projects including purchase and installation of a new Broadcast Master Control automation system, as well as new equipment to streamline the distribution of our signals statewide.
- Upon completion of the PBS V-6 interconnection test phase, NMPBS engineering and operations departments were selected to participate in the RFP process to implement the new interconnect nationwide.
- The FCC (Federal Communications Commission) approved construction and operation of a translator for the Zuni Pueblo. This translator is expected to serve over 8,000 people who currently do not have access to a free public television signal. NMPBS was successful in securing a USDA Rural Utilities Grant to pay for the construction. NMPBS has secured access to land through the Zuni Pueblo, secured funds through the USDA. Final construction and installations will be completed by March 2017.
- KNME's audit for the fiscal year ended June 30, 2015 was completed in December 2015 and an unqualified opinion was received. Using this audited data, the following required reports for the fiscal year were prepared and submitted to the Corporation for Public Broadcasting (CPB): Annual Financial Report (December, 2015), Station Activities Benchmark Study (March, 2016), and Station Activity Survey (March, 2016). Significant CPB grants received during FY 14-15 were: Community Service Grant (\$1,374,016), Interconnection grant (\$25,198), and Distance Service Grant (\$48,846).
- NMPBS Education and Outreach trained fifty-two APS Library Media Specialists in PBS LearningMedia.
- NMPBS Education and Outreach presented ethnic studies content at APS Summer Teachers Institute.
- NMPBS Co-hosted with Mission: Graduate the Attendance + Engagement = Graduation, an attendance conference.
- NMPBS presented awards to eight American Graduate champions. One American Graduate Champion spot was chosen for National American Graduate Day broadcast from WNET.
- NMPBS Education and Outreach held screening and community dialogue with Santa Fe Birth to Career Collaboration using Independent Lens documentary *Class of '27*.

#### IV. CURRENT PROJECTS

- The station is taking advantage of turn-key pledge events offered by PBS. Such opportunities test non-traditional pledge programming outside of regular drive periods. They are efficient to facilitate and often attract new pledge donors.
- In addition this year, we are involved in two separate projects with UNM students participating in the New Mexico News Port project. The first group of students helped produce and edit short video pieces emphasizing the Innovation Economy here in Albuquerque. Those video pieces are airing in our weekly Public Affairs show ***New Mexico in Focus***. In addition, we are also working a different batch of News Port students on the Curious New Mexico project. These students are producing interstitial spots where the journalists answer viewer submitted questions about the city of Albuquerque and the state of New Mexico.
- In partnership with the Santa Fe Symphony and the Santa Fe Institute, NMPBS has begun production on a performance special called ***The Majesty of Music and Mathematics***. A combination of symphonic performance woven together with a narrative on the science and animation created by NMPBS, this program investigates the fascinating intersection of Music and Math. The partnership has successfully secured \$450,000 of an anticipated \$600,000 budget for the completion of the project.
- Participating in the 2016 National Estate Planning Awareness Campaign via a stipend from PBS. Postcards promoting the effort will be mailed to 5,000 donors in October. A robust marketing campaign will accompany the rollout the goal of which is to increase estate gift expectancies and ensure future financial sustainability.
- Planning for a strong finish to calendar year 2016 in fundraising. Will promote the advantages of the IRA Charitable Rollover to donors as well as year-end giving. Will also conduct an email blitz on Giving Tuesday.
- In lieu of a traditional fundraising board, the station has worked to find high-level donors to assist with prospecting and fundraising special projects. To that end, NMPBS is planning a fundraising event, hosted by Nedra and Richard Matteucci at the Matteucci Gallery, to raise awareness for the documentary “Painting Santa Fe.” Ms. Matteucci has raised \$15,000 from two of her clients for the project.
  - A high-profile Santa Fe donor has identified 18 funding prospects for the Majesty of Music and Mathematics.
  - Former head of Veterans’ Affairs, John Garcia, has identified 12 funding prospects for the Veterans Coming Home New Mexico initiative.
- To increase pledge revenue, planning a stand-alone pledge event of the ever-popular Downton Abbey for Fall/Winter 2016.
- To increase estate gift expectancies, planning and executing a planned giving seminar for viewers and donors in January 2017.

- Contingency planning for various outcomes of the spectrum auction. Despite not entering into the auction we anticipate being assigned a new channel for KNME and possibly KNMD. We are planning for various scenarios requiring capital equipment replacement, including plans to upgrade to ATSC3 carriers and redesign of our translator network.
- Through funding from the New Mexico Bench and Bar association, NMPBS began production on a half-hour documentary on the history of New Mexico's federal court houses. ***Taming New Mexico: NM Federal Courthouses***. This program will examine New Mexico history to the present through the lens of the federal court system, its judges and institutions. This is scheduled to air in Winter 2017.
- NMPBS has secured the cooperation of the Frederick Hammersley Foundation to produce a documentary on Frederick Hammersley as seen through his writings. ***In His Own Words*** is in pre-production and due to be completed by Summer 2017.
- NMPBS is preparing for the launch of a new service from PBS. The PBS Kids Channel will be a 24/7 full service television channel of all the great children's programming produced by ad for PBS. The Kids channel will simultaneously stream on the internet offering unparalleled interactivity between kids and the programs. PBS Kids will replace V-Me on KNME Channel 5.2 beginning January 2017.
- NMPBS is also preparing to launch FNX, a new KNME Channel 5.3. FNX, or First Nations Experience, is a full service television channel distributing programming for and about the Native American population, as well as indigenous peoples from around the world. FNX is due to launch in Fall 2016.
- NMPBS is working with business groups in Santa Fe to expand the impact of our attendance awareness campaign. NMPBS developed an Attendance Awareness campaign as part of the United Way Mission Graduate initiative and the Corporation for Public Broadcasting American Graduate project. The slogan for this campaign is "Everyday Matters." We are running digital billboards and bus shelter panels, Spanish and English radio spots and spots on Comcast utilizing this message.

## V. FUTURE PLANS/GOALS

- ***New Mexico in Focus*** is working with public media outlets in New Mexico to collaborate on a host of Public Affairs initiatives. Working in conjunction with KUNM, UNM Communications and Journalism News Port and NM In Depth we hope to provide a robust investigative reporting arm that provides opportunities for UNM students while creating more relevant content for the viewers. Funding is being sought from the Thornburg Foundation and the Kellogg Foundation.
- ***New Mexico in Focus*** is planning expanded legislative coverage with the same media partners, UNM Communications and Journalism News Port and NM In Depth, in the 2016 legislative session.

- NMPBS iconic series ***Colores!*** will start its fifth season since re-establishing it in January 2013.
- Having secured a capital request in the 2016 Mill Levy we will begin a rebuild of KNME/KNMD master control systems.
- NMPBS is working to secure the cooperation of present and past New Mexico Secretaries of Veterans Services as well as a host of veteran's organizations throughout the state. NMPBS is proposing a series of documentaries on veteran's stories and veteran's issues. NMPBS is currently planning the Veteran's initiative in connection with the upcoming Ken Burns series on Vietnam, which will air nationally in Fall 2017. Plans for this initiative include a web site dedicated to our past and future Veteran's programming, a multi-hour documentary *New Mexico and the Vietnam War*, a documentary featuring New Mexico's WWII Veterans, and a documentary about the impact of PTSD on Veteran's wives and families. In addition, *New Mexico in Focus* has developed segments on homeless Veterans and jobs for Veterans. *COLORES!* will develop segments on Veterans arts that will air on Veterans Day in 2016.
- NMPBS is also working on a one-hour documentary called ***Painting Santa Fe***. This documentary focuses on the founding of the Santa Fe Arts Colony. It tells the fascinating history of Santa Fe's transformation from an adobe village to a world-renowned center for the arts. The film celebrates the history, artists, and patrons of this unique chapter in American art.
- Upon launching two new program streams, PBS Kids and FNX, NMPBS will build new underwriting strategies to monetize the new program services. Opportunities to grow a new audience on-line will be key to future funding strategies.
- Participation on national working groups to develop new transmission standards and build new transmission models based on the ATSC 3.0 broadcast standard position NMPBS at the forefront of emerging technology and new business opportunities. NMPBS intends to transition our entire transmission pipeline to ATSC3.0

## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

### Appointments

05/20/2015 Michelle Watkins, Member Data & Relations  
 06/15/2015 Clara Boling, Member Data Relations Specialist  
 09/01/2015 Antony Lostetter, Supv. TV Production Support  
 09/01/2015 Joseph Leon Guerrero, TV Transmission Engineer  
 09/21/2016 Arianna Miera, Coord Membership  
 01/26/2016 Josh Brown, Coord, Broadcast Uplink  
 02/01/2016 Aaron Sena, TV Production Tech 1  
 02/01/2016 Anthony Rodriguez, TV Production Tech 1  
 02/01/2016 Robert McDermott, TV Production Tech 1

04/08/2016 Jose Betancourt, Lead Transmission Ops tech

05/23/2016 Joseph Prat, TV Broadcast Operator

Separations

07/31/2015 Randy Lantz, Supv. TV Production Support

01/15/2016 Joseph Leon Guerrero, TV Transmission Engineer

01/31/2016 Karen Mann, Director of Finance

05/20/2016 Jessie Lee Mraz, Web Designer

07/06/2016 Arianna Miera, Coord Membership

10/07/2016 Ashley Rammelsburg, New Media

Appendix D



FY 2015-2016 Annual Report

# Parking and Transportation Services

Submitted by:

Barbara Morck, Director

<http://pats.unm.edu>



## Mission and Vision

### Mission

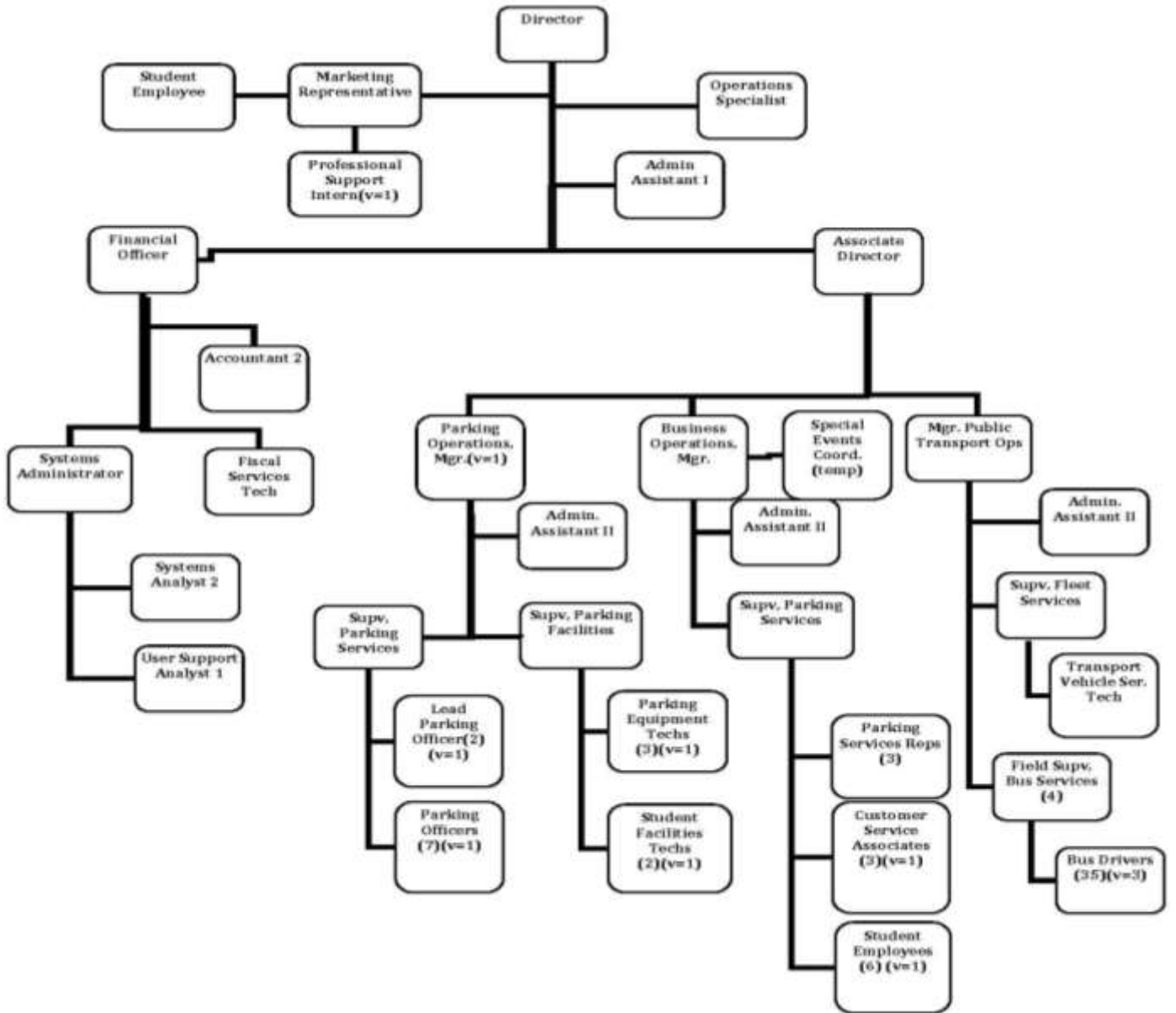
We support the University's education, research, and service missions by providing access to key programs for faculty, staff, students and visitors through a variety of transportation services that consider the needs of each customer.

### Vision

To be a point of pride for our staff, University, and State by:

- Delivering exceptional value to our customers and employees
- Being an integrated part of the learning community
- Offering services and systems that are easy to understand, use, and manage
- Utilizing industry best-practices and cutting edge technology
- Demonstrating effective stewardship for our natural environment

### Organizational Chart



**FY 2015-2016 Annual Report**

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## I. EXECUTIVE SUMMARY

According to a study conducted in 2013, there are over 44,000 students, faculty, staff and visitors on the University campus at any given time. To meet the parking and transportation needs of its customers, UNM Parking & Transportation Services (PATS) provides a range of services that include permit parking, visitor (hourly) parking, a campus-wide shuttle service, and alternative transportation programs such as the Bike Locker Program, Lobo Bikes, and the ABQ RIDE Bus Sticker Program.

Accomplishments over the past fiscal year include, but are not limited to: the sale of approximately 17,600 parking permits to faculty, staff, students, visitors, and vendors; contribution of over \$400,000 in “goodwill” services to UNM departments (reduced or free parking, special event support, etc.); meeting all of UNM’s PCI/EMV compliance goals; increased revenue by 1.1% over FY 15 despite declining enrollment and without an increase in fees or rates; transported approximately 1.5 million passengers on the shuttle service; replaced expiring Compressed Natural Gas (CNG) on buses at a cost of approximately \$24,000 per bus, saving the need to purchase new replacement buses (\$195,000 per bus); provided parking services (traffic control, vouchered parking, parking attendants, etc.) for over 500 special events and shuttle services for 223 special events, all of which resulted in additional revenue earnings of \$417,394; installation of two (2) Electric Vehicle (EV) charging stations; performed crack-fill, seal-coat and striping of 34,8255 square feet in various parking lots; working with UNM Real Estate on the installation of pay station parking in the Science & Technology Park (S&TP) parking structure; and began collaboration with UNM Gallup campus for permit control of their parking lots using PATS’ parking software system (T2 Flex).

PATS continues to be very strategic in its use of data to help guide decision making processes, and as a result experienced a financially successful fiscal year without any changes in permit rates, citation fine amounts, etc., and despite an otherwise stagnate state economic environment. In round numbers:

### Revenues:

• Permits	\$5,140,264
• Permits/Yale structure	\$1,043,307
• Pay station parking/surface lots	\$841,085
• Pay station parking/Cornell structure	\$892,551
• Event Revenue	\$417,394
• Citation fines	<u>\$782,013</u>
	<b>Total: \$9,116,614</b>

### Expenses:

• Personnel	\$3,759,578
• Taxes/Fees	\$981,945
• Operating Costs	\$670,054
• Transportation Costs (repairs, fuel, insur.)	\$390,793
• Infrastructure Costs	\$95,101
• Debt Service	\$1,727,854
• Capital Expenditures	<u>\$1,481,000</u>
	<b>Total: \$9,106,326 (plus \$10,288 “profit”)</b>

## II. OVERVIEW

Tasked with goal of helping to ensure equitable access to the University by students, faculty, staff and visitors, PATS meets its mission through a blend of parking and transportation services that a designed to meet the needs of its customers. This range of services include permit parking, visitor (hourly) parking and a campus-wide shuttle service, as well as alternative transportation programs such as the Bike Locker Program, Lobo Bikes, and ABQ RIDE Bus Sticker Program. PATS provides an extensive shuttle service that connects the Park-n-Ride (aka Commuter) lots to the campus, and connects the Main, North and South campuses to each other.

The University is a dynamic and ever-changing entity. It continues to grow into is land-locked, urban environment through new building construction, expansion of existing building, roadway replotting, and landscape improvements. More often than not, construction occurs on what is currently revenue-generating parking spaces; this in turn has the unintended consequence of decreasing the amount of available parking in an area while at the same time increasing demand. To order to meet these and other challenges in a proactive manner, and thereby ensuring equitable and appropriate access to campus for students, faculty, staff and visitors, PATS continues to work collaboratively with other UNM departments and outside agencies in the management of existing parking and hopeful develop of new opportunities. The departments and agencies include, but are not limited to Planning, Development and Construction (PDC); Physical Plant Department (PPD); University Architect's office; Real Estate/Science & Technology Park (S&TP); Health Sciences Center (HSC); City of Albuquerque/ABQ RIDE; and Mid Regional Council of Governments (MRCOG).

The collaboration with ABQ RIDE for the Bus Sticker program continues to be the most successful and popular of PATS' Alternative Transportation programs. In the 2015-2016 academic year, approximately 11,833 bus stickers were distributed to UNM students, faculty and staff: 10,172 or 86% to students and 1,661 or 14% to faculty/staff. The use of the bus stickers on ABQ RIDE buses resulted in a total of 765,008 passenger boarding, which results in additional Federal Transit Administration (FTA) funding to the City's public transit system.

## III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

### Administration

PATS continues to improve its ability to effectively communicate with its customers as well as the UNM and Albuquerque community, and to grow its network of communication outlets. Communication efforts included but was not limited to notification to affected customers about parking lot closures, shuttle service disruption or detours, campus special events that might impact vehicular traffic, construction activities performed both on and around the campus, e.g. the City of Albuquerque and Bernalillo County Water Authority as part of the pending Albuquerque Rapid Transit (or A.R.T.) project. PATS communication efforts included use of direct emails to customers (permit holders), social media (Twitter, Facebook, and Instagram), formal press releases through UCAM, advertisements in the Daily Lobo, etc. In addition, PATS continues to work closely and collaborate with other UNM departments using social media, by sharing and re-tweeting information and notifications as appropriate.

PATS attended numerous meeting pertaining to various construction projects on the UNM campus including but not limited to: Popejoy, Farris Engineering, Karen Abraham Courtyard, HEB

Domenici III, McKinnon Center for Management (Anderson School of Business), Physics and Astronomy Interdisciplinary Sciences (PAIS), Johnson Wellness Center. PATS staff also was in attendance at meetings with outside entities such as the City of Albuquerque for the A.R.T. project, and Mid-Regional Council of Governments (or MRCOG) for the University Blvd. (aka Sunport) Bus Rapid Transit study.

- As a team-building initiative, PATS Management team participated in the “Speed of Trust,” which is a FranklinCovey system of team engagement.
- Oversaw all departmental operations and efforts, and providing guidance, direction, and project management.
- Performed audit of all parking spaces on the UNM campus and updated associated Computer-Aided Design (CAD) maps of the parking lots and structures accordingly.
- Performs on-going evaluation of accessible parking spaces, in effort to ensure equitable, adequate and appropriate access to all areas of the UNM campus is maintained.
- Continued collaborations with ASUNM and GPSA to host the bi-annual “Parking & Transportation Services Summit” to address student concerns about parking and UNM shuttle services. Summits were held on Main campus on November 19, 2015 and March 3, 2016, and on North Campus on April 16, 2016.
- Implemented the use of Spiceworks to track internal work order requests, work progress, and outcomes and to develop a short- and long-term communication/marketing plan(s).
- Worked with UNM Communication and Marketing to incorporate the new UNM Brand Guidelines in all promotional materials produced by our department.
- Continued the effort to expand communication/outreach efforts to customers and visitors to UNM regarding lot closures, shuttle service, disruption/detours, campus events that might affect parking, and /or traffic flow, etc.
  - o Published over 50 direct messages/Press Releases to various groups of PATS customers impacted by lot closures, heavy traffic, and construction.
  - o Posted approximately 50 social media posts each month, communicating construction messages, traffic notices, orientation information, business operational updates, and new PATS initiatives like the Night Bus Route and events (350+ total social media posts).
  - o Collaborated with ISS Communication and Marketing and other University Communication and Marketing members to keep informed on how city construction around the University has been impacting access to campus for the UNM Community.
- Presented department overviews at over 100 various orientations and tabling events (including student resource fairs, UNM Housing events, UNM Sustainability Fair, New Employee Orientations, New Student Orientations, Transfer and Non Traditional Student Orientations, and Family Connection Orientations).
- Initiated the conversation on a website redesign for the department internet presence.
- Created 45 various forms, flyers, maps, and other informational materials for the department’s internal and external use.
- Created and produced over 200 different signs for internal and external use.
- Conducted a university-wide customer service survey.
- Conducted an internal employee engagement survey.
- Restarted and designed the “PATS on the Back” award buttons, which are used to acknowledge staff whose job performance goes “above and beyond.” Developed an online

submission form so managers and supervisors can submit on-the-spot-recognition of a PATS staff member for their outstanding contributions.

- Produced approximately 7,000 temporary dash-board passes for programs like Music Prep, SSSC Student Advisement center, and other special events that require temporary parking permits (special event support).

### **Business Operations/Financial/Information Technology**

- Replaced 12 pay stations that could not be made PCI/EMV compliant with new equipment (Digital LUKE II machines).
- Moved annual renewal of Departmental Reserved parking spaces to an auto-renewal process, with invoicing and payment via Index Code/Journal Voucher.
- Transferred close to \$800,000 to capital funds.
- Contributed \$550,000 to ISS' capital program and UNM-funding.
- Contributed approximately \$400,000 in "goodwill" services (e.g. reduced or free parking, placement of barricades, provision of shuttle services) to various University programs, departments, and for Special Event activities. Examples include Music Preparation program, US Forest Services, the EHP Health Fair, and the Lobo Food Pantry.
- Assisted various UNM departments with discounted special event parking and/or shuttle service rates, enabling the events despite the department's budget limitations.
- Collaborated with Science & Technology Park (S&TP) on the installation of pay station machines (Digital LUKE II) in their parking structure.
- Collaborated with ISS-IT on the release of a Request for Proposal and contract aware with a security camera vendor. Camera system purchase will result in a centralized audio/video camera system to address ISS departments' security needs.
- Upgraded PATS active directory to mirror best practices set for ISS by ISS-IT.
- Created and implemented a new system to track and monitor purchase/return and wait lists for Reserved parking spaces.
- Increased revenue by 1.1 % in FY 16 (\$9,116,614) from FY 15 (\$9,014,657).
- Through strategic product mix of permits and pay station parking, and the implementation of the "parking happy hour" (\$5 flat rate between the hours of 3pm and 12am), decreased the subsidy to the Yale parking structure to almost break-event.
- Provided parking services (e.g. traffic control, vouchered parking, pay station validation codes, parking attendants) and/or shuttle services for approximately 500 Special Events occurring on the UNM campuses in FY 16. These support activities resulted in a revenue gain of \$417,394.

### **Transportation**

- Daily operations had 1,553,034 passenger boardings in FY 16.
- During the Fall and Spring semesters, average 8,574 passenger boarding per day.
- In addition to daily operations, provided shuttle services for 223 special events, with an associated 53,213 passenger boardings.
- Added outlets in PATS' shuttle parking area. The outlets will allow buses to be plugged in overnight during the inclement weather months for easier engine starts in cold winter mornings, which in turn helps prevent service disruption.

- Replaced two 40-foot CNG fueled buses that had reached their useful life with same, for a cost of \$394,922.
- Ordered 3 new cut-away bus (2 diesels and 1 CNG fueled) that had reached their useful life with same, for a projected cost of \$286,891.
- Replaced 31 2-way shuttle bus radios that had reached their useful life with same, and nine hand-held 2-way radios that are used by Field Supervisor, Vehicle Technicians, and Manager of Transportation Operations. The new 2-way radios enhance Transportation's ability to carry out its mission as it improves communication with and between bus drivers, and between PATS' divisions.
- Completed CNG tank replacements on 3 more 40-foot buses whose CNG tanks were expiring in 2016, for a total of \$83,519.43. This project saved PATS from having to purchase new CNG-fueled buses, which cost approximately \$200,000 each.
- Purchased 7 speaker microphones for use on the shuttle buses Public Announcement (PA) systems. Installation of this has improved ability to have customer hear announcements by bus drivers to passengers, even when there is a lot of ambient noise on the bus.
- Relocated the eastbound bus stop on Tucker by Domenici Center and across from the Law School. New location increases the visibility of the bus stop and its accessibility. Relocation also eliminates need to maneuver through the upper M lot area, which is heavily congested with vehicle traffic.

### Parking Operations

- Two Electric Vehicle (EV) charging stations installed in Cornell and Yale parking structures in collaboration with PPD Engineering and as funded by UNM's Sustainability Program grant.
- Continue Focus Enforcement - the checking displayed accessible parking placard and photo ID of users to ensure validity of use per state law and as allowed by UNM Parking Regulations - activities on Main, North and South Campuses for accessible parking spaces on the UNM campuses. The Focused Enforcement activities yielded the following results:
 

o Valid Placards	122
o Invalid Placards	32
o Confiscated Placards	2
o Vehicles Driving through lot (unable to check)	33
o Unable to verify placard information/validity	45
o Out-of-state placards in use	1
- Began including South Lot and Q lot in Focus Enforcement, and the scanning of UNM permit on regular basis.
- Completed 1,209 work orders. Work performed included but not limited to: removal of graffiti in parking structures; placement and pick up of barricades/signage needed for special event activities; signage placement/replacement; review and made recommendations for changes in lot/parking space layout; sign pole placement/replacement; maintenance and repair of pay station equipment; post notices of temporary lot and bus stop closures; cleaning and/or relocating of bicycle lockers; striping and stenciling of parking lots spaces across campus; maintenance of facilitates (e.g. light bulb replacement, spraying for bugs, checking HVAC systems, etc.).
- Oversaw completion of warranty work on bracket welds in the Yale parking structure.



- Updated and formalized onboarding process for new Parking Enforcement Officers; working on same for Facilities Techs.
- Completion of Summer Projects:
  - Curb painting red (fire lane) and yellow (no parking) zones along the Redondo Shuttle Bus route (Redondo, Las Lomas, and Campus Blvd.).
  - Crack-seal, seal-coat, and re-stripped total of 34,825.44 square feet in the C zone lots (Buena Vista/Scholes, Zimmerman, and Air Force).

#### IV. CURRENT PROJECTS

- Continue to work with Real Estate and PDC with the goal of collaborating with the City of Albuquerque for the construction of a new parking structure on UNM's Main Campus. Conversations with City of Albuquerque have begun, and they are expressing interest in the project. In preparation a draft pro forma has been created that demonstrates estimated cost of construction, identification of funding sources for the cost of construction, terms and conditions of use, how on-going debt payment will be made (blending of permit and pay stations parking spaces) for the term of (e.g.) a loan, etc.
- Replacement of Compressed Natural Gas (CNG) tanks on one (1) additional bus prior to its tank expiration date (early 2017).
- At the start of the Fall semester (August 22<sup>nd</sup>), implemented a new bus route: the Night Bus. The Night Bus service operates Monday through Thursday between 7pm and 10pm and links the north, main and south campuses in one continuous bus route. This new route, which will be monitored to ensure it is operating in an effective and efficient manner, was implemented at the request of students to address their safety concern regarding their need to walk between the Duck Pond and Yale Mall bus stops at night in order to travel between the North and South campuses.
- Purchase and install a bus stop shelter in the T Lot.
- During the Fall and Summer semesters, bus drivers are responsible for cleaning the interior and exterior of the buses; a hose, (vehicle) soap, long handled brushes and regular untreated water is used to clean the buses. The untreated water leaves mineral spots on the surfaces of the buses, specifically windshields. This can make it difficult to ensure a clear vision of the road during operation of the bus. To address this potential safety issue, Transportation is exploring available options regarding type of equipment and product used to clean the exterior of the shuttle buses.
- Preparing for major upgrade in the parking software system currently in use (Flex) as well as move of the current purchase processing software (eBusiness) to a new platform (FlexPort). These upgrades and/or changes are required by the parking software vendor (T2).
- Demolish and back-fill old PATS building (# 125) located on the northwest corner of Central and University; create additional parking spaces in the P lot.
- At the request of UNM Gallup, began work on incorporating their campus permitting into PATS' parking software system: T2 Flex system. Permits were issued by Gallup at the start of the fall semester to students, faculty and staff (currently at no cost). Next steps include training on proper use of Flex to track permits and the persons and vehicle associated with them, use of the mobile application for permit enforcement, connecting Flex to Banner, etc.
- At the request of UNM Gallup, performed survey of their parking lots and accessible parking spaces. Created CAD maps of their lots for use going forward.

## V. FUTURE PLANS/GOALS

- Perform a new Parking Study for the UNM campus. The last study was completed in 2005, and since then there have been changes/updates to both the UNM Master Plan and HSC Master Plan as well as physical, planning and financial changes in the overall environment.
- Future Capital Projects
  - Refurbishment of the Q Lot, Mental Health Lot, T Lot, and B-Bandelier Lot.
  - Purchase of one (1) large capacity van (15 or more passengers) to replace similarly sized vehicle that has exceeded its useful life.
  - Purchase of one (1) service vehicle to replace vehicle that has exceeded its useful life.
  - Purchase two-three (2-3) new medium-duty and/or heavy-duty buses (CNG and/or diesel fueled) to replace same number and type that have exceeded their useful life.
  - In collaboration with Lobo Development, demolish old PATS building (Central and University), backfill and pave to increase parking spaces in that lot.
  - Identification of possible site(s) and associated costs in the creation of additional surface parking spaces on/near the main and south campuses.
  - Install new PCI/EMV compliant credit card readers in pay station equipment located in surface lots (as soon as the new associated software programming has been completed and released by Parkeon).
  - Explore possibility of implementing a bicycle rental program, in partnership with the City of Albuquerque's ZipBike program.
  - Construction of a new parking structure for Main Campus.
  - Paving of existing UNM-owned property for use as additional surface parking and/or secure storage of UNM service vehicles.
  - In collaboration with Purchasing and Clean Energy, explore possible fast-fill CNG fueling station to replace the existing slow-fill station.
- Internal Process Improvements
  - Continue to explore possibility of adding LoboCash use for payment of pay station parking.
  - Move annual renewal of Rover permits to the start of the fiscal year (rather than start of academic/permit year), using an auto-renewal process, with invoicing and payment via Index Code/Journal Voucher.
  - Continue to explore opportunities for improvement in operations and the provision of customer through more effective use of technology, training, communication, and team work.

## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

There continued to be challenges in the recruitment and hiring for open Bus Driver positions due to possible pending Federal Motor Carrier Safety Regulations (FMCSR) regarding Sleep Apnea. During the last fiscal year, one recruitment effort for bus drivers took place that resulted in the hiring of eight new Bus Drivers. Over the course of the year there has been a strong emphasis on the recruitment and hiring of student employees to assist Business Operations (permit sales and special event support); two students were hired to work with Facility Operations. In FY 16, there were 14 separations that included: one Customer Services Associate, seven Bus Drivers, two Parking

Enforcement Officers, one Admin Assistant II, and three student employees. The separations occurred for the following reasons: one retirement, two relieved during probation, and 11 resignations.

### Staffing

End of FY 16 staffing was as follows:

1 Director	1 Associate Director
1 Financial Officer	1 Operations Specialist
1 Accountant 2	1 Fiscal Services Tech
0 Parking Operations, Manager	3 Supervisors-Parking Operations
3 Parking Equipment Techs	2 Parking Services Tech-Students
6 Parking Enforcement Officers	1 Manager-Public Transportation Operations
4 Field Supervisors-Bus Services	1 Supervisor-Fleet Services
1 Transport Vehicle Service Tech	31 Bus Drivers
1 Systems Administrator	1 System Analyst 2
1 User Support Analyst	1 Business Operations, Manager
0 Business Operations Supervisor	3 Parking Services Representatives
3 Administrative Assistant IIs	2 Customer Service Associates
1 Administrative Assistant I	1 Lead Parking Enforcement Officer
1 Special Event Coordinator (temp)	5 Parking Services Representatives-Students

### Appointments

Alex Bradbury, Student Employee-Business  
 Sarah Scott, Marketing Representative  
 William Quan, User Support Analyst I  
 Michelle Gomez-Darling, Administrative Assistant III-Transportation  
 Christine Calderon, Fiscal Services Tech  
 Linda Martinez, Field Supervisor-Bus Services  
 Michael Gillespie, Field Supervisor-Bus Services  
 Kim Hendrex, Bus Driver  
 Brent Robare, Special Events Coordinator (temp)  
 David Choi, Student Employee-Facilities  
 Brenda Marias-Lopez, Student Employee-Marketing  
 Alex Garcia, Bus Driver  
 Jason Jaramillo, Student Employee-Business  
 Dale Padilla, Bus Drivers  
 Genevieve Valerio, Student Employee-Business  
 Keith Combs, Bus Driver  
 David Dufresne, Bus Drivers  
 Seth Tinkle, Student Employee-Facilities  
 Kathleen Batt, Parking Enforcement Officer  
 Jared Brown, Parking Enforcement Officer  
 Janet Serrano, Bus Driver  
 Pedro Hernandez, Bus Driver

### Separations

Ann Rickard, Admin Assistant II  
 Anthony Blake, Bus Driver  
 Donna Frederick, Bus Driver  
 James Kapuscinski, Customer Service Associate  
 David Luna, Bus Driver  
 Virginia Ramirez, Bus Driver  
 Jeremy Roybal, Parking Officer  
 Martin Stevens, Bus Driver  
 Scott Yagow, Parking Officer  
 Keith Combs, Bus Driver  
 Janet Serrano, Bus Driver  
 Anderson, Darby Anderson, Student Employee  
 Eric Benfield, Student Employee  
 Steven Hayes, Student Employee

### Reclassifications

Linda Martinez, Field Supervisor-Bus Services  
 Michael Gillespie, Field Supervisor-Bus Services

- PATS staff continue to serve as members of Staff Council: Tyson Eakman.
- Wendell Billingsley is working on a BA, and Eric Parker completed a Masters.
- Staff Awards and Recognition Committee promotes a peer-nomination process for annual staff awards. The committee secured door prizes and award donations from a variety of community partners and businesses, and planned and executed the Annual Staff Awards Banquet. At the banquet individual staff awards and education recognition certificates were presented. The ceremony was held at The Cellar, which is located in Hokona Hall, and focused on Transparency.
- Transportation division held their annual bus “Roadeo” at the end of their summer training sessions. This is done as a way of celebrating the return of students for the start of UNM’s fall semester, and to continue to promote safe and effective driving, the Drivers are judged on their pre- and post-trip inspections and their ability to safely maneuver a 40-foot bus through a timed competitive driving obstacle course. The best driver is given an award; the winner for the FY16 competition was Frances Devore.
- Inter-departmental teamwork continues to be promoted through department-wide contests and potlucks.

Appendix E



FY 2015-2016 Annual Report

# Planning, Design, and Construction

Submitted by:

Amy Coburn, University Architect / Director  
Rick Henrard, Director

<http://pdc.unm.edu>

## **Mission and Vision**

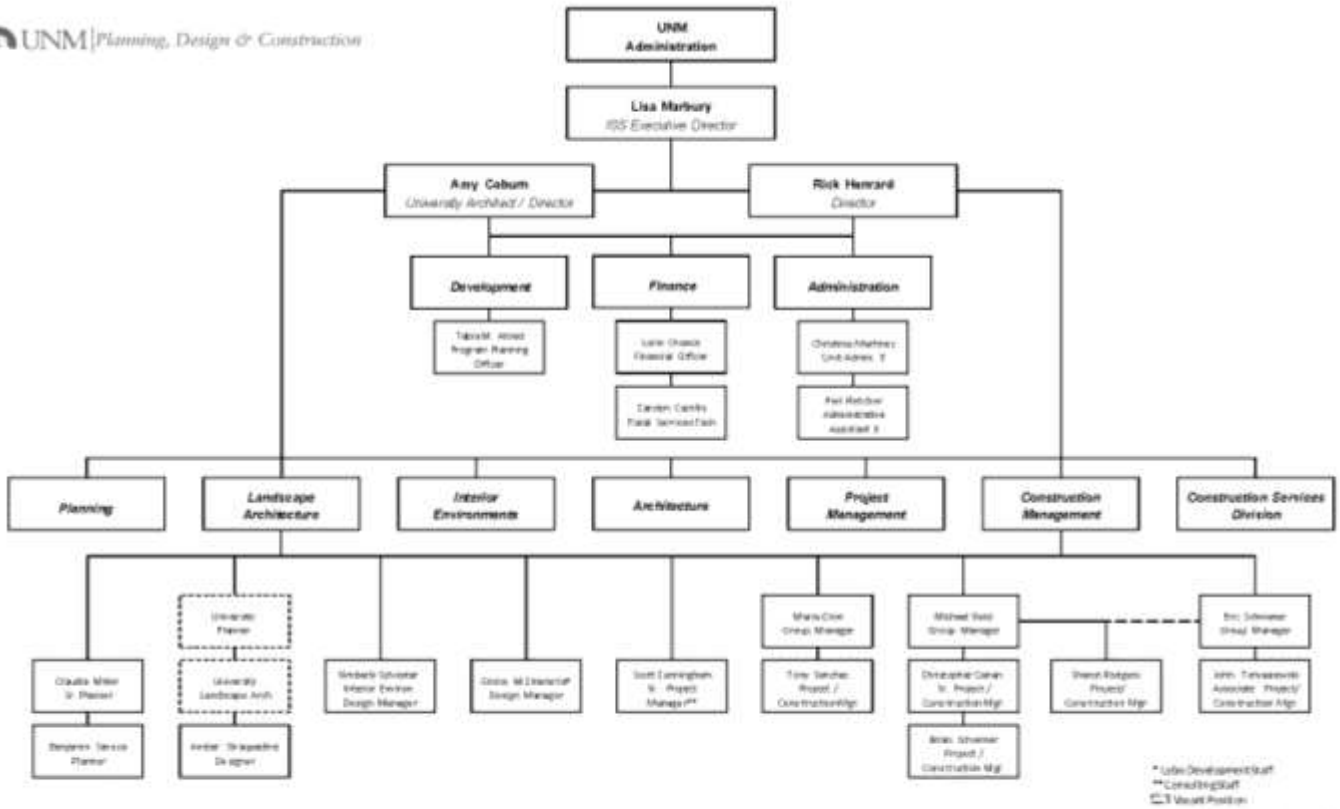
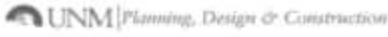
### **Mission**

To steward UNM's campus identity and lead capital development to create outstanding environments.

### **Vision**

Great spaces for great people doing great things!

## Organizational Chart



Revised 8.1.16

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## I. EXECUTIVE SUMMARY

UNM Planning, Design & Construction (PDC) has had a very successful year relative to primary responsibilities for product development, project management, internal operations, and customer service. A significant accomplishment has been the successful merge of two independent ISS business units, Planning and Campus Development (PCD) with The Office of Capital Project (OCP) into an integrated business unit, Planning, Design & Construction.

The goal of the unit merge was to create seamless delivery of professional support services and to facilitate best practices in capital project planning, design development, and construction on behalf of our internal clients. Our quality initiative is to integrate professional scope and responsibilities to fulfill institutional priorities for planning, architecture, and campus stewardship. As such, we have worked to clarify PDC responsibilities relative to broad institutional roles and the specific role of stakeholder. The outcome has been improved integration of planning and design services with our project management leadership from project origination to closeout.

PDC operates with two business models, one being Instruction & General (I&G) and the other, Internal Service Unit (ISU). Separate funds and revenues combine to meet an operating cost of \$1,790,000. In FY 15-16, PDC ended with an atypical negative balance in years of -\$46,005. This negative balance was mainly due to the departmental merge remodel/relocation expenses paid with PDC department funds in the amount of \$255,000. Projecting forward, PDC's financial outlook for next year looks very positive and even more so for the subsequent year, contingent on execution of all major capital projects currently outlined.

PDC had another productive year completing with high quality professional service a total of 20 projects on time and on budget. This number is a significant decrease (43%) in the total number of projects executed in the prior FY 15, which had 46 projects completed. FY 15-16 had a smaller volume than both the 34 projects completed in FY 14, and 33 in FY 13. Of the 20 projects completed, 3 were major and 17 were minor capital projects. PDC is currently working on 9 major capital projects of which 5 are large scale and 4 are smaller in size. PDC's current development program represents a dramatic increase in larger, major capital projects than UNM has seen in approximately ten years. These projects will generate fees and a larger revenue stream to support a healthy department budget for the next two to three years.

Our Minor Capital work has also decreased significantly in raw numbers to 17 projects compared to 42 in FY 14 and 31 the previous year. PDC and PPD Remodel work together via the Intake Process to best distribute projects based on projects needs and workload capacity. PDC recognizes the current drop in minor capital projects and has carefully managed staff to adjust to need.

Another area of revenue for PDC has been scope associated with UNM branch campuses, specifically Gallup, Taos, and Los Alamos. Project management at branch locations is projected to have sustained work similar to the previous year with only a slight drop (<8%) which translates to \$16,095 reduction in fees generated. PDC projects similar revenues from branch projects for the next couple of years contingent on the 2016 GO Bond passing in November.

PDC Construction Services Division (CSD) has continued to be our 'wild card' allowing us to adjust our delivery method based on revenue need and workload capacity. As major capital revenues have increased, PDC has been able to reduce PDC CSD fee generation which provided 7.5% of total

revenue for FY 16. This is a reduction compared to significant percentages in previous years: 11% in FY 15, 24% in FY 14, 41% in FY 13. Yet, revenues generated in FY 16 for CSD were still positive and impactful at \$90,254. Careful management of CSD allowed unit to concentrate more on general project management for revenue and less on general contracting projects. Also, CSD currently has a project in design which will produce and reflect in much larger fees generated for next FY.

PDC has also been successful in generating revenue with management oversight projects. These projects are relatively limited in work scope compared to normative PDC fee-based projects. Scope of work, responsibilities, and negotiated hours are determined and approved. Such project examples are Burrito Elito, ICE, Controllers Office and Truman Clinic, Baseball Clubhouse, and Innovate ABQ. This year PDC generated \$11,118 in revenue compared to \$12,725 in FY 15 and \$25,789 in FY 14. While these are small number relative to total operating expenses, these scopes serve to provide another important professional service to our UNM community.

Throughout FY 15-16, PDC was successful in achieving a number of specific goals. Project Intake has been successful and continues to be improved. This has helped our UNM customer's access project requests via a neutral website, thereby reducing confusion of group execution responsibility. We have been able to build metrics from data gathered from the Project Intake that allows PDC to better forecast workloads from the requests. One of our goals for this coming year is a customer survey to reflect a merged unit and to receive feedback regarding quality of our over-all services.

## II. OVERVIEW

PDC and its performance continues to look positive going forward. There was a great deal of strategic effort that went into a Capital Campaign involving high level administration, faculty, student, and staff support. The efforts included anything from open houses, public forums to facility tours with final consensus, and Regent approvals. The outcome was the development of several large capital projects that would be funded in whole or partially by Institutional bonds. These projects are vital to PDC's operations and financial solidity.

Many of our large capital projects have faced or are facing important decision points in their project development trajectory. Some of these challenges are about demolition of existing facilities, building material selection or reconfiguration of campus circulation. Many are directly related to campus master planning goals and broad architectural management. Throughout FY 15-16 PDC has provided high quality, professional leadership motivated by a commitment to professional best practices, resource conservation, and campus stewardship.

PDC is comprised of leaders and committed contributors with strong professional guidance. The team is high-energy and has a very good spirit. PDC has good practices in place and seeks to improve efficiencies and process improvement tools. We seek to provide high quality management while minimizing risks. We look forward to another highly productive year of delivering excellent projects for an enhanced and sustainable environment for our UNM community.

### III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

#### University Architect

The University Architect provides comprehensive guidance related to the institution's built environment; specifically, strategic guidance supportive of campus master planning, programming, architectural development, building efforts, and best design practices.

The University Architect extends a unifying influence over many/most of the projects executed within PDC. The University Architect is successful by active internal partnering with PDC co-director, project managers, and staff.

Projects which have been supported by the University Architect include major capital projects such as Physics Astronomy Interdisciplinary Science (PAIS) Center, McKinnon Center for Management at the Anderson School of Management, Johnson Center Expansion and Renewal, Smith Plaza, Farris Engineering, and Health Education Building Phase III. Additionally, the University Architect assists broadly in UNM design, campus identity, and public infrastructure projects such as the ART and campus streetscape development.

#### University Landscape Architect

PDC Landscape Architect and staff Designer have participated in collaborative efforts with various departments on many projects during this past fiscal year.

- **Memorials:** Tree and other donations included Jan Zerr tree, JP Fabre tree, Joe and Bunny Colvin tree, and Tausif-Ur Rehman boulder
- **Project Management Support:** Provided major support during the Donor's Lounge construction. The project was completed 2015
- **Taos Central Landscape:** The conceptual plan for a large landscape area was approved. Construction plans were completed in conjunction with work at the new Student Success Center. The construction schedule and budget for the landscape area is in review
- **School of Medicine Faculty Memorial and Landscape:** Several construction and budget issues are being reviewed by a PDC Project Manager. The site work has been redesigned. Design changes to the art piece are being considered
- **Popejoy Donor's Lounge Landscape:** After completion of the addition, a conceptual landscape plan was done for the east side. The design and cost proposal were approved. The installation will be in Fall 2015
- **Hartung Hall:** Wall removal and fence installation, design complete
- **'Lobo Plaza' aka 'Boxcar at the Lot':** Coordinating design of the 'Lot' around the 'Boxcar' creating an eating/gathering area including furniture and planting. Completion early 2016
- **CTSC Planters and Furniture:** Coordination with HSC for furniture and planter elements
- **Chemistry:** South side landscape

## Campus Environments

PDC's Campus Environments Division provides planning, design and technical oversight and implementation for projects with exterior environs components. PDC strives to ensure integration between the interior and exterior environment to improve the campus experience in totality.

- **Landscape Master Plan:** Final draft completed itemizing information about the history of campus development, existing campus features, and future projects. Completed May 2016
- **IDTC Northside Improvements:** Improvements included turf, shade trees, and reestablishment of irrigation. Completed Summer 2016
- **Arboretum Tours:** Through the inventory of trees on main campus, 3 tour routes were established including information about more than 250 trees. Physical Plant Department Environmental Services is installing these currently
- **Project Management Support:** Providing design and technical support for projects with exterior environment components including:
  - Abraham Courtyard- Construction Document Review
  - MCM at ASM- Streetscape design diagrams and parking efficiency studies
  - PAIS- Site Circulation Options
  - Boxcar on the Lot- Construction Administration support
  - Popejoy Donor's Lounge Landscape- Design Development
  - SOM Memorial- Construction Document Production

## Planning

PDC's Planning Division provides full project planning services from assisting academic and service departments in assessing their minor and major capital project needs to developing capital scopes and full project programs. PDC has been able to save university funds by providing full planning and programming services that direct the design and construction rather than paying or subcontractors, often multiple times, while capital projects realize funding.

PDC continues to be an advocate for UNM-wide capital project processes that develops rational projects and can adjust to shifting funding opportunities by managing the planning and development process from project inception through programming. Planning Project Manager for all planning phases through design for UNM minor and major capital projects and funding initiatives. Responsible for initiating and completing programming documents guiding capital projects design and construction.

- **Farris Engineering Center:** Renovations (\$26 million project) design completed and the building was vacated in spring for the June construction 2016
- **Physics and Astronomy Interdisciplinary Sciences:** Programming and Schematic design began in February 2016 construction scheduled to start Sept. 2017. (\$63 million project)
- **College of Fine Arts:** Master facilities plan to complete with phase 1 capital project needs assessment Spring 2017
- **Johnson Center Expansion & Renovation:** Needs assessment completed Spring 2016. In programming and design phase for remodel completion December 2018 (\$35 Million project)

- **UNM Bookstore:** Five year plan for minor capital needs to address the changing mission of the Bookstore
- **Northrop Hall:** Facility Master Plan Condition Assessment, Needs Assessment, and Capital Projects Plan for Building 24. No funding currently identified
- **Bandelier Facility Master Plan:** Condition Assessment, Needs Assessment, Facilities Projects Plan for Buildings East and West. No funding currently identified
- **Smith Plaza:** Planning of comprehensive redevelopment of Smith plaza. Phase 1 design through construction to begin in May 2017. (\$3 million project)
- **Taos Klauer Campus:** Masterplan site development in partnership with UNM landscape Architect phases 1 and 2 construction completed August 2016
- **Taos STEM Center:** Programming & Schematic design phase. (\$4 million project)
- **UNM Gallup Zollinger Library:** Remodel and expansion into shelled space beginning construction phase
- **UNM Gallup Center for Career Technology Education and Innovation:** Proposed new facility to house construction technology and welding programs, with backfill opportunities for expanding and upcoming medical programs. Programming completed September 2016. Currently not funded for construction
- **Branch Campuses:** Responsible for all five year capital projects planning and Fiscal year capital requests development and scope of work
- **Animal Resource Facility:** Program for Renovation of research facilities
- **SOE Lobo Motor Sport:** Feasibility and scope of work study for donor sponsored program facilities
- **SHAC Additions:** Reevaluation and feasibility scope of work for addition to SHAC
- **Athletics Olympic Weight Training Center:** Preliminary needs assessment and scope of work for funding options
- **Minor Renovation and Staff Relocation Plans:** For multiple clients including, Gallup, Taos, and Main Campus initiatives
- **Programming Oversight:** For all 2015-16 funded capital projects programming both in house and contracted
- **Facility Access Committee:** Continuing to provide funding for curb cuts, ramps, hand rails, and door openers. Working with the Policy Office to implement new standards for Universal Restrooms. Budget reduced from \$75,000 to \$50,000

### Zone 1 – Main Campus

Projects of interest completed and occupied during FY 15-16:

• American Indian Student Services Renovation	\$108,489	783 sf
• CHTM Classroom Modernization	\$ 64,758	1,857 sf
• LoboRespect Advocacy Office	\$ 73,838	530 sf
• Ortega Hall Language Learning Center, Phase 3	\$ 71,615	1,793 sf
• Zimmerman 102	\$103,113	667 sf
• Zimmerman CAPS 334 Remodel	\$51,200	258 sf
• Bookstore Lobby Renovation	\$100,695	888 sf

• Chemistry Building Renovations (Clark Hall)	\$16,000,000	28,116 sf
• Science and Mathematics Learning Center Phase 2	\$5,426,000	12,450 sf
• Lobo Plaza/Chartwells Ice Box	\$255,000	3,100 sf
• Laguna/DeVargas Restroom Upgrade	\$364,148	9,520 sf
• *Alvarado Dorm Room Renovations	\$296,400	16,124 sf
• *OCP/PDC Merge Renovations Phase I	\$292,000	6,376 sf
• *President's Suite Renovations	\$34,500	380 sf
• *Lobo Plaza Renovations	\$185,000	2,500 sf
• *Chartwells ICE project	\$70,000	600 sf
• *Santa Clara Hall Renovations	\$480,000	15,000 sf
• *Coronado Dorms RA Space Renovations	\$48,200	819 sf
• *Meteorite Museum	\$157,800	805 sf

### Project Highlights (Completed):

- **American Indian Student Services Office Remodel:** This project remodeled several rooms comprising 783 s.f. within the AISS suite in Mesa Vista Hall for the American Indian Student Services department, creating a new break room, shared office space and a computer lab for students. The project completed in March 2016 and the total budget was \$108,489.
- **CHTM Classroom Modernization:** This project brought classrooms 101 and 103 up to current UNM classroom standards of tier one and tier two technology. Affected square footage was 1,857, and the total project budget was \$64,758. Construction completed in November 2015.
- **LoboRespect Advocacy Office:** This project remodeled Rooms 262A-E on the second floor of UAEC to accommodate the newly formed LoboRespect Advocacy Office. New furniture, finishes, and lighting upgrades were provided and mechanical and electrical systems were reconfigured. The project completed in September 2015 for a total budget of \$73,838.
- **Ortega Hall Language Learning Center Phase 3:** This project renovates approximately 1,793 s.f. of space within the Language Learning Center (LLC) at Ortega Hall. The project will provide new AV upgrades, owner installed flooring, lounge furniture, three floor boxes with power\data, and ten huddle-boards with track system. Total project budget is \$71,615 and completed in October 2015.
- **Zimmerman 102:** The renovation of approximately 667 S.F. of space within the Zimmerman Library, which divided room 102 into a graduate student meeting room and a storage room. Project budget was \$103,113. The Grand Opening was held in March 2016.
- **Zimmerman CAPS 334 Remodel:** This project, approved in January converted a former reading room space on the 3<sup>rd</sup> floor of Zimmerman Library into two offices for Center for Academic Program Support (CAPS) senior management. Project budget is \$51,200 and was completed in May 2016.
- **Chemistry Building Renovations (Clark Hall):** This \$16.5 million CMAR renovation to Clark Hall includes: mechanical, electrical, and IT upgrades. This project also includes research laboratory renovations and support space improvements. It was completed in January 2016.

- **Science and Mathematics Learning Center Phase II:** This 12,450 s.f., \$5.4 million addition to the SMLC includes teaching labs and faculty offices. It was completed in July of 2015.
- **\*PDC Merge:** This 6,376 s.f. project is a renovation of the first floor Service Building. This project is to accommodate the merge of two UNM departments (OCP and PCD) into one group, PDC. Construction began on July 20, 2015 and is scheduled to complete November 20, 2015.
- **\*Santa Clara Hall Renovations:** This project is a 15,000 s.f. remove and replace project consisting of the removal of built in furniture, lighting, flooring, and paint. Construction from May 18, 2016 to August 5, 2016.
- **\*President's Suite:** This project includes new paint and carpet for the President's Suite. Project budget \$29,500.
- **\*Meteorite Museum:** This \$157,800 project renovated the 805 s.f. museum, located on the first floor of Northrup Hall. Scope of work included revised wall, floor, ceiling, lighting finishes, and exhibition cases. Construction completed in October 2015.

\* Projects performed under PDC CSD

## Zone 2 – Health Sciences Center

Significant projects completed and occupied during FY 15-16:

• UNMMG Truman Health Services (TI and Bldg F Clinic Renov.)	\$1,339,200	15,200 nsf
• Novitski Dental Clinic	\$292,816	5,578 nsf
• College of Pharmacy, B23/B85 Offices	\$83,500	506 nsf
• College of Pharmacy, B27 Offices	\$63,000	265 nsf
• HSC Animal Resource Facility Improvements	\$490,983	1,660 nsf
• 1650 University 3 <sup>rd</sup> Floor Call Center Expansion	\$193,450	1,831 nsf
• HSSB 316 Ceiling & Lighting Upgrades	\$79,833	595 nsf
• Domenici Hall, Center for Brain Recovery & Repair	\$299,766	4,980 nsf
• HSLIC 3 <sup>rd</sup> and 4 <sup>th</sup> Floor Renovations	\$206,041	1,250 nsf

### Project Highlights (Completed):

- **UNM Medical Group Truman Health Services:** The current clinic located at 800 Encino expanded into four additional suites to allow for the renovation of the two-story clinic in Bldg. F. The expansion suites were completed in 2015. The clinic renovations was completed December 21, 2015 and doubled the number of exam, behavior health, and treatment rooms.
- **Novitski Dental Clinic:** The clinic was developed for the special needs program previously housed at Carrie Tingley Hospital, and affected the Dental Hygiene education program. Substantial completion was reached September 3, 2015 and met all Hygiene education requirements. The relocation accommodates three operatory chairs as well as enhancements to the Hygiene program in support of the recertification requirements.

- **College of Pharmacy, B23/B85 Offices:** Design commenced in June 2015. This \$83,500 project renovates rooms B23 and B85, 506 NSF, in the College of Pharmacy to provide additional office space for graduate students. Construction was completed August 2015.
- **College of Pharmacy, B27 Offices:** Design commenced in June 2015. This \$63,000 project renovates room B27A, 265 NSF, in the College of Pharmacy to provide additional office space for graduate students. Construction was completed August 2015.
- **HSC Animal Resource Facility Improvements:** This 1,660 s.f. project renovates four animal holding rooms to accommodate new ventilated cage racks. Two procedure rooms will also receive minor upgrades to include new casework. Budget was \$490,983 and construction was completed October 2015.
- **1650 University 3<sup>rd</sup> Floor Call Center Expansion:** This 1,831 nsf project renovated vacated space to support an expanded call center operation for the UNMH Ambulatory Business Operations Center. The budget was \$193,450. Design completed in May, 2015. Construction was completed in September 2015.
- **Domenici Hall, Center for Brain Recovery & Repair:** This 4,980 nsf COBRE grant funded project renovated the administrative (Clinical) core for HIPPA compliance and the Pre-Clinical core for animal behavioral work. Budget was \$299,766 and was completed June 2016.
- **\*HSLIC 3<sup>rd</sup> & 4<sup>th</sup> Floor Renovations:** This 1,250 nsf project created a new classroom on the 4<sup>th</sup> floor of the Health Sciences Library and Informatics Center, to replace room 2112 in the Domenici Center for Health Sciences education. Room 2112 is slated to be re-purposed as a fitness drop-in lab for HSC students, faculty and staff. In addition the HSLIC IT offices were expanded to provide additional room for computer and technology upgrades. Budget was \$206,041 and construction was completed February 2016.
- **Molecular Genetics COBRE Grant Support:** Scope of work and estimating to support grant development of two scientific cores and one administrative core Located in the basic Medical Sciences Building. Affected square feet was 1,336 s.f. Write up was revised in Summer 2015, and final edit was completed in August 2015.

\* Projects performed under PDC CSD

### Zone 3 – South Campus (Athletics, Science & Technology Park, Mesa del Sol)

Projects of interest during FY 15-16:

- **Weight Facility:** Preliminary feasibility study

### Zone 4 – Branch Campuses (Rio Rancho / Valencia / Gallup / Los Alamos / Taos)

#### UNM Gallup Campus

- **Gallup Center for Career Technology and Education, Ph 1:** This project is currently in planning activities (\$350,000) for the Center for Career Technology and Education, to support a future bond vote for a new 13,000 s.f. construction technologies building that will



include construction tech, woodworking, HVAC/mechanical instrumentation technologies, drafting/pre-engineering and sustainability design and construction technologies labs and classrooms for student jobs training in the growing sustainable construction and green technologies industries.

### UNM Los Alamos Campus

Projects of interest completed during FY 15-16:

- **UNM Los Alamos Emergency Medicine Classrooms:** Construction of this \$625,000 project completed in June 2016. Scope included the renovation of a lab classroom and training area in Building 6 of approximately 2,416 g.s.f., and included developing drainage for the north western exterior of Building 6 and repairing walls that have water damage. Training area included a simulation lab and ambulance simulator.

### UNM Taos Campus

Significant projects completed and occupied during FY 15-16:

- |  |             |            |
|--|-------------|------------|
| • UNM Taos Health Careers Training Center        | \$4,624,000 | 13,369 nsf |
| • UNM Taos Drainage, Landscaping & Site Lighting | \$701,250   | 65,000 sf  |

Project Highlights:

- **UNM Taos Health Careers Training Center:** This \$4,624,000 project included renovations of the Rio Grande Hall, correction of building deficiencies, performance of deferred maintenance, and outfitting the renovated portion with furniture, fixtures and equipment for use by the Taos Campus Health Sciences Education program. Redevelopment of the Taos Civic Center was a combination of building renewal projects and a remodel of 13,369 nsf of the Rio Grande Hall portion of the building to provide classrooms and labs for the full Health Careers Training program with an additional STEM classroom. The project was completed in July 2016.
- **UNM Taos Drainage, Landscaping and Site Lighting:** This \$701,250 project provided and installed landscaping, irrigation, concrete sidewalks, landscape pavers, drainage structures, and site lighting on approximately 65,000 sf of area located in the central core area of the Klauer Campus and provided new pathways to navigate the growing campus and gathering spaces for staff and students. This project also corrected existing drainage issues within this area as well as provided much needed ADA pathways between existing buildings and added site lighting along these pathways for enhanced campus safety and security. Project was completed May 2016.

## Supplemental Developments

### Project Intake

From July 2015 – June 2016, the ISS Project Intake process continued and adopted several process improvements.

Improvements to the process including creating a coordinator for the Intake process who serves as the initial contact point for clients and follow up for questions or concerns. The coordinator also serves as a neutral party for assigning project requests to the group appropriately suited to the execution of the request. Additional improvements include client communications, follow up and data collection of Intake metrics. We also worked with Academic Affairs to utilize Project Intake with their Minor Capital Requests, which allows PDC and PPD to respond to requests for estimates on priority requests rather than being overwhelmed with estimating requests.

The Project Intake Committee also changed the way Project Type data was collected; rather than have the client identify their project type, the Project Type is identified after submission based on nine project types:

- **Renovation:** Remodel of walls, doors, windows, soundproofing, etc.
- **Renewal:** New paint, repaint, patch and paint; replace carpet, install new flooring
- **Planning:** Study of the facility needs for a department, space utilization, etc.
- **Code Compliance:** Fire Marshall Corrections, Accessibility
- **Furniture/Equipment:** Reconfigure furniture, new furniture, equipment
- **Site/Landscape:** Exterior replacement or improvement of landscape fixtures
- **New Construction:** Construction of new building or addition
- **Maintenance:** Regular or special maintenance items
- **Other:** Set-Up Chairs, Events Activities

We plan to continue to refine the data and metrics obtained through Project Intake over the next year.

### Project Intake Highlights

- 481 Requests were received and reviewed
  - o 309 (64%) were from Main Campus
  - o 98 (20%) were from HSC
  - o 30 (6%) were from North Campus (non-HSC)
- Assignments by Group highlights
  - o 293 (61%) were assigned to PPD Remodel
  - o 93 (19%) were assigned to Planning, Design & Construction
  - o 57 (12%) were assigned to Other PPD units (i.e., Areas, Engineering, Special Activities)
- Funding Source highlights
  - o 241 (50%) were funded from Department sources
  - o 21 (4%) were funded from Plant Fund sources
  - o 164 (34%) had no funding source identified at the time of the request submittal
- Request Types highlights

- o 140 (29%) were identified as Renovation requests
- o 190 (40%) were identified as Renewal requests
- o 45 (9%) were identified as Furniture/Equipment requests

### **PDC Construction Services Division (CSD)**

- PDC continued its efforts with the general contracting process, now known as PDC-CSD, on multiple projects as listed primarily in Zones 1 & 2, notably the School of Engineering Wet Labs project, scheduled to be completed in September 2016. This project exceeded \$1.5M in size. This Division continues to run at nearly 100% capacity despite each person having additional project and construction management duties.
- PDC-CSD continued its trend of high quality service and cost savings for our customers on the project listed above as well as numerous smaller sized projects. PDC-CSD continues to provide these positive attributes since the team is able to work closely with the A/E team and stakeholders early in the design process, providing cost estimates that are accurate and allowing solution of constructability issues prior to beginning construction.
- PDC-CSD continues to provide transparency and cost savings to the projects. Change orders are not marked up and continue to be primarily at the customers' request. All savings gained through the bidding process and construction phase go back into the project and/or are returned to the customer or the funding source.
- PDC-CSD has continued to support the over-all PDC income versus expense balance by achieving 7.5% of the overall PDC revenue source in FY 15-16. This decline in overall PDC-CSD income can be attributed to the increased number of large major capital projects that have returned to the campus after several years of reduced capital. This does not decrease the commitment to customer satisfaction and quality of work that continues to be provided to the customer.

### **PDC Interior Environments Division**

This Division, led by the Interior Environments Design Manager with design support, continues to be 'the UNM resource' for furniture scope, pricing, procurement, move implementation plans and interior design consulting and building interiors oversight. This Division managed \$964,529 in FF&E (Furniture, Fixtures & Equipment) alone. Large construction projects are fully developed in-house saving outside architect design fees for these services. The internal Interior Environments Division process also continues to save projects and UNM significant dollars via a competitive RFQ procurement process. This division provides all interiors selections on PDC's Construction Services Division projects, partners on all PDC projects and assigned interiors projects with PPD Remodel. Through the Intake system, all interiors only projects and construction projects requiring Furniture, Fixtures & Equipment (FF&E)/interiors expertise are assigned to this Division.

The following is a list of interiors specific projects and construction projects that were supported and accomplished in the last fiscal year.

- **American Indian Support Services (\$5,802 FF&E):** Project with PDC included matching existing furniture for newly renovated spaces and break room area. Provided furniture

specification development, finish selection, procurement, installation, and punch oversight. Project was on schedule and on budget.

- **Bandelier 105 Classroom Renewal (\$39,615 FF&E):** Project with PPD Remodel including carpet selection, paint and furnishings (including modular power system and classroom furniture). Provided furniture specification development, finish selection and carpet design, installation, and punch oversight. Project was on schedule and on budget.
- **Bookstore Lobby Renewal (\$17,936 FF&E):** Project with PDC CSD including selection and layout of flooring, paint/logo design and furnishings. Provided furniture specification development, finish selection, procurement, installation, and punch oversight. Project was on schedule and on budget.
- **Dane Smith OIA Move (\$6,279 FF&E):** Project with PPD Remodel included complex use of existing furnishings with two vendors to save costs and new conference room furniture. Project included furniture coordination, furniture specification, finish selection, installation and punch oversight. Project was on schedule and on budget.
- **Education 105 Classroom Renewal (\$31,413 FF&E):** Project with PPD Remodel including carpet selection, paint and furnishings (including modular power system to facilitate student access and classroom furniture). Provided furniture specification development, finish selection and carpet design, installation, and punch oversight. Project was on schedule and on budget.
- **Graduate Space (GPSA) @ Zimmerman Library (\$7,378 FF&E):** Project with PDC to create comfortable and multi-functional study/meeting space for graduate students including tables, chairs, lounge seating, mobile glass boards and recycling containers.
- **Lobo Respect (\$9,405.60 FF&E):** Project with PDC to furnish a student advocacy center space that was serene, private and comfortable. Project included office furnishings, lounge seating, reception and selection of paint finishes. Project was on schedule and on budget.
- **Los Alamos EMS (\$18,100 FF&E):** Project with PDC to furnish office space in addition to collaborative classroom space and residential simulation lab. Coordination of building finishes, furnishings research and specification, finish selection and procurement. Project was on schedule and on budget.
- **PDC Merge Space (\$120,000 FF&E):** Project with PDC CSD to design and equip 1<sup>st</sup> floor space to accommodate staff acquired in PCD/OCP merge. Project included 3 private office spaces, interiors library/staff space, 8 open environment work spaces, kitchen/dining, conference room, and collaborative multi-use space. This new space serves both PDC and its many UNM partners as a demonstration place for current ways to utilize space in a multi-functional way in addition to showcasing the newly adopted sign standards. Managed RFI process for flooring and furniture, researched and specified furnishings, flooring, acoustical products, paint selection, procurement, installation, and punch oversight. Project was on schedule and on budget.
- **President's Suite:** Project with PDC CSD to update suite with new carpet and paint. Project included specification and selection of flooring, paint palette and oversight of phased move management. Project also included a small amount of furniture and accessories.
- **Science & Tech Park:** Interior design consultant project consisting of research and selection of carpet tile, cove base, solid surface materials, light fixtures, upholstery, art and paint. Deliverables included color board, comprehensive specifications listing and budget.
- **Taos Student Success Center (\$530,000 FF&E):** Project with PDC included detailed programming with staff for office spaces, classrooms, conference rooms and multiple

collaborative student spaces. Provided furniture specification development, finish selection, procurement, installation, and punch oversight. Project was on schedule and on budget.

- **Taos HCTC (\$119,700):** Project with PDC included office spaces, classrooms, conference rooms, and multiple collaborative student spaces. Also provided oversight and recommendations for architect on exterior stucco finishes. Project was on schedule and on budget.
- **University Libraries Parish/Centennial Updates (\$58,900 FF&E):** Interiors only project included updated lounge and collaborative study areas at Parish Library and new study/conference furniture, mobile glass boards, and reupholstering of approximately 100 chairs at Centennial Library. Provided furnishings layout, product research/selection, fabric, furniture finishes and paint selection, procurement installation, and punch oversight. Project was on schedule and on budget.

### JOC Contract Bid and Award

- Work began in April 2016 to solicit bids for Job Order Contracting (JOC) partners. A need was identified for a JOC-based (unit cost) program for projects in the \$60,000-\$500,000 construction cost range. This program would give PDC and PPD Remodel a pool of pre-qualified contractors to choose from for specific trades, and for common types of projects, e.g. laboratory, classroom, etc). Bids are anticipated by August 2016.

### PDC Consulting Services

- PDC provides construction contracting and related scope consulting services to other UNM entities. Currently such services are being provided to UNM Real Estate and Lobo development for the following projects:
  - o Innovate ABQ – contracting, costing, construction oversight
  - o Baseball Clubhouse – construction oversight

### Publications / Awards of the Division

- **Associated General Contractors Best Buildings \$2.5 - \$5M Winner:** Science and Math Learning Center II
- **Associated General Contractors – Winner:** Outstanding Public Owner

## IV. CURRENT PROJECTS

### Campus Environments (In Progress)

- **Small Exterior Improvements:** Bratton Hall Contemplative Garden, Anthropology East Graduate Patio.
- **Landscape Standards and Specification:** This ongoing effort includes documentation and distribution of UNM exterior furniture standards and specification for site improvements. Most recent additions include scaled drawing details for irrigation assembly.

- **Campus Systems:** Inventory and diagraming of exterior campus environments including campus edges, circulation/ connectivity, infrastructure, natural features, cultural features, historic development, and outdoor typologies. Additional information is integrated as needed or referenced. Currently under developments include waste removal routes and equipment needs to service the growing campus community and changes in automotive circulation.
- **Las Lomas Streetscape and Parking Efficiency:** This study included schematic layouts to maximize parking spaces while integrating curb extensions and realigned crosswalks. Seeking funding for implementation.
- **A.R.T. Land Transfer and Street Edge Design:** Assessment and guidance of the impacts A.R.T. may have along the University street frontage along Central Ave. including impacts upon the historic Tight Grove. Improvements on hold.
- **Mother Earth Fountain Improvements:** In collaboration with PPD Environmental Services, this project will address drainage improvements and art-tile preservation around the fountain. Work is scheduled for Summer 2017.
- **Smith Plaza / Union Square Improvements:** A needs assessment was completed to identify and synthesize shortfalls and opportunities that will impact the redesign. RFP for design services is currently underway. Construction is scheduled for May 2017.
- **Memorial Policy:** Development of an administrative plan and policy to manage donations and exterior memorials to donors. Currently in draft format.
- **Facilities Leadership Policy:** Development of an administrative plan and policy to better unify facilities leadership and organize a cohesive procedure for stakeholders and user-groups. Currently in draft format.

### Planning Projects (In Progress)

- **2016-2017 Capital Projects:** Planning for legislative requests all branch campuses and assessments for main campus projects.
- **UNM Transportation/Circulation Study:** A collaboration with Dekker/Perich/Sabatini and Bohannon Huston to explore concepts for altering Redondo in response to the PAIS and Johnson projects. Currently in the information gathering phase.
- **Signage:** Numerous interior and exterior signage projects are underway. The Strategic Signage Initiative is an effort to draft interior signage standards and is drawing to a close. Engaging with several interior signage projects to incorporate the new standards.
- **Public Art:** Development of administration plan and policy to manage UNM public art and extensive collections.

### Zone 1 – Main Campus (In Progress)

- **Farris Engineering Center Renovation:** Total HED-approved project budget is \$25,526,400 and includes the \$21,801,500 renovation of the Farris Engineering Center as well as the \$3,724,900 School of Engineering Wet Labs build-out, located in the basement shell space in Centennial Engineering Center. The scope of work includes the renovation of Farris floors 1, 2 and 3; the shell of the Farris Ground Level; and the build out of labs in the Centennial Engineering Center Basement. Total project gross square footage is 90,153. FEC construction documents will be completed in July 2016, with early work of demolition

and abatement scheduled to begin the same month, prior to the project bid in August. Construction is scheduled to complete in November 2017 and occupancy will complete in January 2018. SOE Wet Labs construction began in March of 2016 as a combination PDC Construction Services Division – DACC project; construction is scheduled to complete September 23, 2016, with occupancy October 4 – 12, 2016.

- **\*SOE Wet Labs:** Construction began in March 2016 as a combination PDC Construction Services Division – DACC project; construction is scheduled to complete September 23, 2016, with occupancy October 4 – 12, 2016. Project budget is \$3,724,900.
- **Abraham Courtyard Renovation:** Currently under construction, this project will provide upgrades to the courtyard in front of Hodgkin Hall in honor of Karen Abraham. The improvements to the courtyard are: replacing sidewalks and old fountain, new lighting, signage, landscaping, and benches. Project budget is \$430,606 and scheduled to complete in November 2016.
- **Castetter ARF Lab Animal Project, Phase I:** This project, approved in late June 2016 will renovate Room 1 in the basement of Castetter Hall to provide lab animal research areas. Project budget is \$611,000, and design is expected to start in July 2016.
- **Physics & Astronomy Interdisciplinary Science (PAIS) Building:** This 137,000 s.f., \$65.7 million dollar project completed programming. This project will include Research Labs, Offices, Teaching spaces, and other support spaces.
- **McKinnon Center for Management at ASM (MCM):** This project provides a new \$24.3 million, 6,727 s.f. building for the ASM. Schematic design was completed in late June 2016.

\* Projects performed under PDC CSD

## Zone 2 – Health Sciences Center (In Progress)

- **HSSB 316 Ceiling & Lighting Upgrades:** This 595 nsf project renovated the ceiling lighting and mechanical distribution system for installation of a new A/V and teleconferencing system. Budget was \$79,833 and construction will be completed in August 2016.
- **HSC Health Education Building Phase III:** This 76,500 gsf will complete the third and final phase of the Domenici Center for Health Sciences Education. The project includes a new 3 story steel framed addition West of the current Phase II structure that will include additional classrooms, problem based learning labs, a testing lab, a new pharmacy lab, and PT/OT spaces. In addition the areas vacated by the existing pharmacy lab in Phase II will be backfilled with additional nursing and simulation labs. The existing PT space in the basement of Phase I will be demolished in preparation for a future food court that was originally slated for the space but was excluded from the Phase I project due to budget constraints. Design was completed in April 2016 and construction began in June 2106. The budget is \$27,300,000 and the project is slated for completion in January 2018.
- **\*HSC Fitness Drop In Lab:** This 3,098 nsf project will renovate the existing Room 2112 and outlying study rooms in Phase I of the Domenici Center for a new fitness area. The project will include new spaces for weight lifting, cycling / running, stretching and yoga and will include additional locker space. Design was completed in May 2016 with construction to

start in October 2016. The budget is \$295,541 and is expected to be completed in January 2017.

### **Zone 3 – South Campus (Athletics, Science & Technology Park, Mesa del Sol)**

- **Baseball Clubhouse:** This approximately 5,000 sf clubhouse will provide locker space, coach offices and associated support spaces for the men’s baseball team. It is scheduled to be completed in Fall 2016.

### **Zone 4 – Branch Campuses (Rio Rancho / Valencia / Gallup / Los Alamos / Taos)**

#### **UNM Gallup Campus (In Progress)**

- **Zollinger Library- Completion of Shell Space:** This \$1,350,000, 3,885 s.f. project will provide tenant improvement work on the Zollinger Library lower level to create areas for library stacks, restrooms, and small and large group study rooms. It will reconfigure a section of the upper floor to incorporate a learning commons and reference desk as well as upgrade aging and trouble-prone major infrastructure components and install a new elevator. Construction is scheduled to start Fall 2016.

#### **UNM Taos Campus (In Progress)**

- **UNM Taos Career Tech Center:** Projected as a 12,215 gsf addition to the existing Computer Tech building at the UNM Taos Klauer Campus, this project will increase the lab and classroom space required to allow this building house a needed STEMH program expansion. The project is currently in the Programming/Planning phase. The \$4,800,000 budget is contingent upon the 2016 GOB election in November 2016. If approved the project will move forward with design in Spring 2017, with planned completion in Summer 2018 for a Fall semester opening.

#### **Interior Environments Projects (In Progress)**

- **Farris Engineering Renovation:** Oversight of staff move July 2016 to multiple locations on campus. Meetings held with department reps to refine furnishings programming. Furnishings RFQ to release 2017.
- **MCM/Anderson:** Attended interiors related building design meetings, review/oversight of building finishes. Furnishings research started.
- **Health Education Building Phase 3:** Inventory and management of existing furnishings to be reused in phase 3 saved project approximately \$100,000. Managing procurement of equipment for phase 3 and RFQ process for new furniture required.



## V. FUTURE PLANS/GOALS

PDC will continue to develop and strengthen its broad leadership role with focus on long term campus stewardship and application of best practices. It will be PDC's goal for the next couple of years to provide leadership and high quality management for the major capital projects currently outlined while minimizing risks and completing them on budget, on time and with a high level of professional service outcome.

PDC will also continue to diversify its Internal Service Unit business model opportunities and partnerships with further developments in the Construction Services Division, Management Oversight (i.e. YESCO & Innovate ABQ projects) and In-House LEED Administration. These scopes and alternative delivery models provide more flexibility for use of resources, workload changes and revenue projections while providing additional important professional services to our projects and UNM community.

## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

### Appointments

- October 1, 2015 – Eric Schwaner promoted to Group Manager, Capital Projects
- October 1, 2015 – Mary Gauer hired as On-Call Group Manager, Capital Projects
- February 1, 2016 – Sharon Rodgers promoted to Project/Construction Manager
- April 1, 2016 – Kimberly Sylvester promoted to Project/Construction Manager
- May 1, 2016 – Claudia Miller promoted to Sr. Planner

### Separations

- September 30, 2015 – Mary Gauer, retirement
- May 4, 2016 – Mary Gauer, end of On-Call assignment
- May 6, 2016 – Suzanne Mortier, retirement

## VII. APPENDIX – PROFESSIONAL ACTIVITIES OF STAFF

- **Christopher Carian, Senior Project/Construction Manager:** Licensed Architect, State of New Mexico; Certified with National Council of Architectural Registration Boards (NCARB); Certificate of Project Management; English as a Second Language (ESL) Certified Tutor; LEED Green Associate Accreditation.
- **Amy Coburn, University Architect/Director:** Licensed architect, NM, CA, MA; American Institute of Architects (AIA); Society of College & University Planners (SCUP), National Council of Architectural Registration Board (NCARB); Urban Land Institute, NM Management Committee, Chair Mission Advancement; Lambda Alpha International; UNM Committee participation: Campus Development Advisory, Historic Preservation, Museum Committee, Facility Access.
- **Maria Dion, Group Manager, Capital Projects:** LEED Green Associate accredited; Main Campus Space Allocation Committee, Member; Facility Access Committee, Member; US Green Building Council, Member; UNM Management Academy Graduate.
- **Rick Henrard, Director:** Registered Architect; NM Licensed General Contractor; American Institute of Architects (AIA), Member; Society of College & University Planners (SCUP), Member; U.S. Green Building Council (USGBC), New Mexico Chapter, Member; International Facility Management Association (IFMA) New Mexico Chapter, Member; UNM Security Task Force, Member; UNM Facilities Leadership Committee, Member; UNM Management Academy Graduate.
- **Claudia Miller, Sr. Planner:** SW Region and National American Planning Association, Member; Certified Architectural Historic Preservationist; NM Land Conservancy, Board Member; The Corrales Friends of Animals Foundation, Secretary; Society of College and University Planners (SCUP), Member.
- **Tabia Murray Allred, Program Planning Officer:** Society of College and University Planners (SCUP), Member.
- **Michael Reid, Group Manager, Capital Projects:** Chair of the Joint Staff meeting; Loss Prevention & Control Safety Committee, Member; Chemical and Laboratory Safety Committee, Anderson School of Management (McKinnon Center); Physics Astronomy and Interdisciplinary Sciences Architect and DACC contractor Selection Committees; Continues to attend educational seminars, e.g. Introduction to Acoustics (IFMA) Governor's Summit on Higher Education; DiSC Behavioral Workshop (UNM HR) Spring Conference; IFMA Security Game Plan: Are Your Bases Covered; Retro Commissioning (RCx) (CSI).
- **Sharon Rodgers, Project/Construction Manager:** Completed Anthropology 120, Anthropology 121L, and Economics 106, courses towards Bachelor of Business Administration degree. Promoted from Associate Project/Construction Manager to Project/Construction Manager.
- **Antonio Sanchez, Project/Construction Manager:** Graduate of UNM Construction Management program.
- **Ben Savoca, Planner:** Working towards Master's Degree in Community and Regional Planning; Society of College and University Planners (SCUP), Member; Urban Land Institute (ULI), Member; American Planning Association of the University of New Mexico (APA UNM), Member.
- **Brian Scharmer, Project/Construction Manager:** PMI Certified Project Manager; Loss Prevention and Control Committee (LPCC), Member.

- **Eric Schwaner, Group Manager, Capital Projects:** GB-98 General Contracting license and Qualifying Party for PDC-CSD. Group Manager for Zone 2 – HSC. Member – National Fire Protection Association. Continues to seek Career and Professional Development opportunities thru seminars and workshops.
- **Amber Straquadine, Designer:** NCARB member, working toward NCARB Licensure/ Internship; Elected Secretary for the Illuminating Engineering Society (IES); Completed UCAM's "Brand Design Workshop;" Successful Completion of Art Practices Studio 125.
- **Kimberly Sylvester, Project/Construction Manager:** Main Campus Space Allocation Committee, Member; Learning Environments Committee, Member; Learning Environments Furnishings Sub Committee, Chair; Learning Environments Learning Studios Sub Committee, Member.
- **John Tomaszewski, Associate Project/Construction Manager:** Member of – National Institute of Building Sciences, buildingSMART alliance, buildingSMART International, buildingSMART Canada, International Alliance on Interoperability, bimSMART Foundation, 505 BIM User Group. Obtained OSHA 30 certification and continues to work toward other safety certifications in order to act as PDC-CSD Safety Officer.

Appendix F



FY 2015-2016 Annual Report

## Popejoy Hall/Public Events

Submitted by:

Thomas Tkach, Director

<http://www.popejoypresents.com>

## **Mission and Vision**

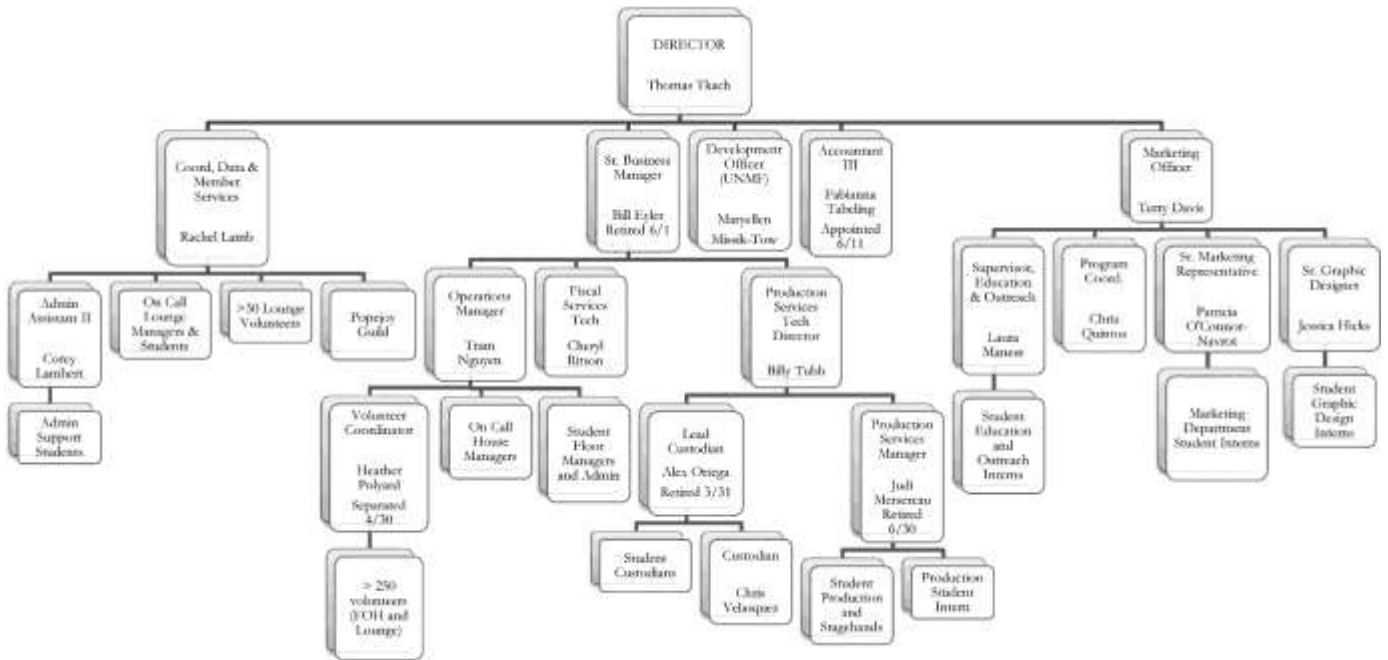
### **Mission**

To make the performing arts accessible to all New Mexicans.

### **Vision**

To create an exceptional experience for artists and audiences alike by maintaining a state-of-the-art performing arts center; attracting the best touring arts to our community.

### Organizational Chart



**FY 2015-2016 Annual Report**

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## I. EXECUTIVE SUMMARY

Popejoy Hall's 50<sup>th</sup> Anniversary season provided a unique opportunity for its patrons to experience a variety of productions starting with the sensational 8 performance run of *Book of Mormon*. A sampling of additional popular programs included: *A Christmas Story*, *The Producers*, *Riverdance*, *Newsies*, *Driving Miss Daisy*, *Raisin' Cane*, and *In the Mood*. With 88 performances total, more than 231,117 patrons attended Popejoy Hall's Broadway and Ovation Series shows throughout the year. Additionally, eighteen educational programs were attended by more than 56,000 schoolchildren.

Popejoy's financial stability continues to be dependent upon both earned revenue from ticket sales and contributed income from both individuals and local businesses. Earned revenue from ticket sales continue to be largest contributor towards Popejoy's financial stability totaling \$4,193,213 and contributed revenue totaled \$1,183,996, including a capital pledge for \$250,000 from Southwest Capital Bank.

The budget for every season varies depending on the number and length of Broadway presentations. Each performance comes with its own unique costs: artist fees, marketing, and labor expenses. Popejoy's fixed overhead expenses are around \$1,500,000. The total budget ranges from \$5 and \$10 million.

Finally, Popejoy continues to operate with a relatively small staff for a theater of its size, this year having had one appointment to our staff and four separations. We employed a total of 15 full time staff members during the FY 15-16. In addition to full time staff members, Popejoy employs several on-call staff members and approximately 50 student employees throughout its departments.

## II. OVERVIEW

As the flagship performing arts center in New Mexico, UNM's Popejoy Hall is critical to the vitality of arts and culture throughout the state. Popejoy Hall also provides a venue for local and traveling performing arts presentations, including the New Mexico Philharmonic. Since 1999, Popejoy's Broadway Series has continually strengthened visibility of the performance hall and increased ticket sells. Popejoy's ability to draw quality performances to New Mexico benefits the state as a whole. With 228,000 attendees annually, the economic impact of revenue generated by Popejoy extends far beyond the Hall. Popejoy Hall was founded by UNM in 1966.

Popejoy Hall is the only place on campus for students to experience a broad range of professional, international performing arts presentations. For many UNM students, experiencing the performing arts is not only entertaining, it is also educational. The presentations that take place in the hall tend to touch upon social issues and history, often incorporating traditions and customs from a diverse range of cultures. Through these means, students are able to gain firsthand knowledge of cultures they may otherwise miss out on. Additionally, Popejoy Hall often brings authors, poets, and lecturers to speak, allowing UNM students to learn directly from those in the field whom they may admire and strive to be like.



### III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

Popejoy Hall presented 100 productions totaling 176 performances. Additionally, Popejoy's Golden Anniversary Gala was a wonderful success with more than 500 attendees, generating \$175,000 for Popejoy's operations and outreach programs.

Popejoy launched a \$1.5 million capital campaign aiming to complete facility renovations in three parts ("Acts"). Southwest Capital Bank pledged \$250,000 toward a new corporate lounge in Popejoy's lower lobby, to be named the Southwest Capital Bank Corporate Lounge. Along with the creation of the corporate lounge, the existing restrooms were renovated, adding nine women's stalls and one men's. Susan Hudson donated \$51,000 toward the capital campaign to be used to create two universal restrooms in the lower lounge in honor of her late husband and son. Construction began on June 27, 2016 with a target completion date of October 3, 2016.

#### Events July 1, 2015 - June 30, 2016

##### Popejoy Presents – Broadway in New Mexico

Book of Mormon	September 15-20, 2015 (8 performances)
A Christmas Story	November 19 – 22, 2015 (6 performances)
Mannheim Steamroller Christmas	December 18, 2015 (1 performance)
The Producers	January 28 – 31, 2016 (6 performances)
Riverdance: 20 <sup>th</sup> Anniversary World Tour	February 5-7, 2016 (5 performances)
Once	March 8 – 13, 2016 (8 performances)
Rain: A Tribute to the Beatles	April 13, 2016 (1 performance)
Joseph and the Amazing Technicolor Dreamcoat	April 21-24, 2016 (6 performances)
Newsies	June 21 – 26, 2016 (8 performances)

##### Popejoy Presents - Ovation Series

Sherlock Holmes	November 1, 2015
The Beach Boys	November 4, 2015
Benise: Strings of Passion	November 8, 2015
National Dance Company of Siberia	November 13, 2015
The TEN Tenors: Home for the Holidays	December 12, 2015
Mariachi Christmas	December 13, 2015
Peking Acrobats	January 15, 2016
Driving Miss Daisy	January 17, 2016
Tap Factory	February 14, 2016
In the Mood	February 19, 2016
Ailey II: The Next Generation of Dance	February 20, 2016
Raisin' Cane: A Harlem Renaissance Odyssey	February 26, 2016
Tao: Seventeen Samurai	March 4, 2016
One Night of Queen	March 19, 2016
Caladh Nua	March 20, 2016
Recycled Percussion	April 2, 2016
The Pirates of Penzance	April 3, 2016
Jim Belushi & the Board of Comedy	May 1, 2016
Hotel California	May 7, 2016

**Schooltime Series**

I am Jack	October 19, 2015 (2 performances)
Fly Guy & Other Stories	October 20, 2015 (2 performances)
Sherlock Holmes	November 2, 2015 (1 full length performance)
The Okee Dokee Brothers	November 12, 2015 (2 performances)
Highlights of the Nutcracker Ballet	Nov. 30 & Dec. 1, 2015 (3 performances)
A Very Electric Christmas	December 8, 2015 (2 performance)
Mariachi Christmas	December 14, 2015 (2 performances)
Janet's Planet- A Tour Through the Solar System	January 11, 2016 (2 performances)
The Peking Acrobats	January 15, 2016 (2 performances)
The BFG (Big Friendly Giant)	January 26, 2016 (2 performances)
Curious George: The Golden Meatball	February 2, 2016 (2 performances)
20,000 Leagues Under the Sea	February 8, 2016 (2 performances)
Elephant & Piggie's We Are in a Play	February 12, 2016 (2 performances)
Raisin' Cane: A Harlem Renaissance Odessy	February 26, 2016 (1 full length performance)
Princess Thumbelina	March 3, 2016 (2 performances)
Goodnight Moon & The Runaway Bunny	March 14 – 15, 2016 (3 performances)
Rumplestiltskin	April 11, 2016 (2 performances)
Treasure Island	April 18, 2016 (2 performances)

**Senior Shows (Included in Ovation & Schooltime Series Shows)**

Sherlock Holmes	November 1, 2015
Benise: Strings of Passion	November 8, 2015
National Dance Company of Siberia	November 13, 2015
The TEN Tenors: Home for the Holidays	December 12, 2015
Mariachi Christmas	December 13, 2015
Driving Miss Daisy	January 17, 2016
In the Mood	February 19, 2016
Ailey II: The Next Generation of Dance	February 20, 2016
Raisin' Cane: A Harlem Renaissance Odyssey	February 26, 2016
Tao: Seventeen Samurai	March 4, 2016
One Night of Queen	March 17, 2016
Caladh Nua	March 20, 2016
Recycled Percussion	April 2, 2016
The Pirates of Penzance	April 3, 2016
Jim Belushi & the Board of Comedy	May 1, 2016
Hotel California	May 7, 2016

**RESIDENT EVENTS****New Mexico Philharmonic**

Pops I	September 26, 2015
Classics I	October 10, 2015
Youth Concerts	October 13 & 16, 2015 (4 performances)
Classics II	Saturday, October 24, 2015
Pops II	Saturday, October 31, 2015
Classics III	November 7, 2015
Pops III	December 19, 2015
Classics IV	January 23, 2016

Classics V	February 27, 2016
Pops IV	March 5, 2016
Classics VI	March 17, 2016
Pops V	March 26, 2016
Alice in Wonderland Ballet	April 9, 2016
Classics VII	April 30, 2016
Youth Concerts	May 17-19, 2016 (6 performances)

**UNM Music Department**

Wind Symphony	September 23, 2015
Orchestra	October 6, 2015
Symphonic Band	October 7, 2015
Wind Symphony	October 21, 2015
Albuquerque Youth Symphony	October 25, 2015
Chorus	November 5-6, 2015 (2 performances)
Wind Symphony	November 11, 2015
Orchestra	November 16- 17, 2015 (2 performances)
Wind Symphony	February 10, 2016
Symphonic Band	February 24, 2016
Orchestra	February 29, 2016
Orchestra	March 1, 2016
Wind Symphony	March 23, 2016
Orchestra	April 5, 2016
Chorus	April 15-16, 2016 (2 performances)
Albuquerque Youth Symphony	April 17, 2016
Symphonic Band	April 27, 2016
Wind Symphony	May 2, 2016
Wind Recording	May 3-4, 2016 (2 sessions)

**UNM Additional Department Rentals**

Mariachi Spectacular	July 8, 2015
School of Medicine White Coat Ceremony	July 24, 2015
College of Pharmacy White Coat Ceremony	August 13, 2015
Freshman Family Day	August 16, 2015
TEDxABQ	September 12, 2015
Senior Day	October 3, 2015
US Marine Corps Band	October 15, 2015
All State	January 6-9, 2016
DECA	January 12, 2016
Student Activity Center/Greek Sing	February 22, 2016

**Outside Rentals**

Sufjan Stevens	October 26, 2015
The Nutcracker Ballet	Nov.28&29, Dec.5&6, 2015 (5 performances)
NMS Chorus	December 11, 2015
Copper Point: Wake U	March 30, 2016
Live Nation: Pucifer	April 28, 2016

Dance Dimensions

June 4, 2016 (2 performances)

**POPEJOY – FACILITY USE DURING FY 2015-2016****General Hall Usage Statistics:**

Total number of UNM Department events	29
Total number of UNM Department performances	33
Total number of events in venue	100
Total number of performances in venue	176
Total number in attendance	231,117
Total number of days with performances/rehearsals	149
Total number days for technical requirements	89
Total number of “dark” days with no activity	128

**UNMPE Presentations/Popejoy Presents**

Total number of Popejoy Presents events	27
Total number of Popejoy Presents performances	88
Total number of Popejoy Presents patrons	95,826
Average number in attendance per performance	1,089

**Schoolltime Series Productions**

Total number of events	18
Total number of performances	36
Total number of attendance	56,322
Average numbers in attendance per performance	1,565

**Popejoy Hall Rentals – NM Philharmonic/Outside**

Total number of events/NM Philharmonic	15
Total number of performances/NM Philharmonic	23
Total number attending/NM Philharmonic	32,118
Average number attending per performance/NM Philharmonic	1,396
Total number of events/Outside	6
Total number of performances/Outside	11
Total number attending/Outside	14,603
Average number attending/Outside	1,328

**UNM Department Usage, Including UNM’s Music Dept**

Total number of events	29
Total number of performances	33
Total number attending	31,498
Average number per performance	954

#### IV. CURRENT PROJECTS

The renovation of Popejoy's lower lobby and restrooms facilities, including the creation of the Southwest Capital Bank Corporate Lounge is currently underway with an anticipated completion date of October 3, 2016. The newly renovated and updated lobby space will become the Southwest Capital Bank Corporate Lounge, which will provide Popejoy with another avenue of generating income.

Fundraising for Act II of Popejoy's capital campaign is now underway. Act II aims to renovate the upper lobby and restroom facilities.

#### V. FUTURE PLANS/GOALS

Popejoy hopes to complete the renovation of the upper lobby and restroom facilities in Summer 2017. The upper lobby is in poor condition and leaves a negative impression upon our patrons. With the conclusion of the renovation, the upper lobby should match the quality of the new finishes in the lower lobby. Upon completion of this project, we then hope to renovate the artist dressing rooms and green rooms, which have never been remodeled. They are in very poor condition. Stars and first class performers from all over the world use these facilities. If updated, they would greatly enhance the artists' experience at Popejoy.

#### VI. PERSONNEL APPOINTMENTS/SEPARATIONS

##### Appointments:

Fabianna Tabeling

Accountant III

##### Separations:

Bill Eyler

Sr. Business Manager (Separated 6/1)

Judi Mersereau

Production Services Manager (Separated 6/30)

Alex Ortega

Lead Custodian – Separated (3/31)

Heather Polyard

Volunteer Coordinator – Separated (4/29)

##### Current Full Time Staff

Thomas Tkach

Director

Terry Davis

Marketing Officer

Jessica Hicks

Sr. Graphic Designer

Rachel Lamb

Coord., Data & Member Services

Laura Maness

Supervisor, Education & Outreach Programs

Maryellen Missik-Tow

Development Director

Tram Nguyen

Operations Manager

Patricia O'Connor-Navrot

Sr. Marketing Representative

Chris Quintos

Program Coordinator

Cheryl Ritson

Fiscal Services Tech

Billy Tubb  
 Fabianna Tabeling  
 Chris Velasquez

Technical Director  
 Accountant III  
 Custodian

**Current On Call Staff**

David Bentley  
 Brian Colburn  
 Rosemarie DeLeo  
 Michael Gaba  
 Kisa King  
 Hannah Peceny  
 Dominic Romero  
 Herb Wright

House Manager Associate  
 House Manager Associate  
 House Manager Associate  
 House Manager Associate – Lounge Mngr  
 Assistant House Manager Associate  
 House Manager Associate  
 House Manager Associate – Lounge Mngr  
 House Manager Associate

**Volunteer Information**

Total number of volunteers FY 15-16:	302
Total number of volunteer hours donated FY 15-16:	22,902

Appendix G



FY 2015-2016 Annual Report

**Physical Plant Department**

Submitted by:

R. Gary Smith, Ph.D., Interim Director

<http://ppd.unm.edu>

## Mission and Vision

### Mission

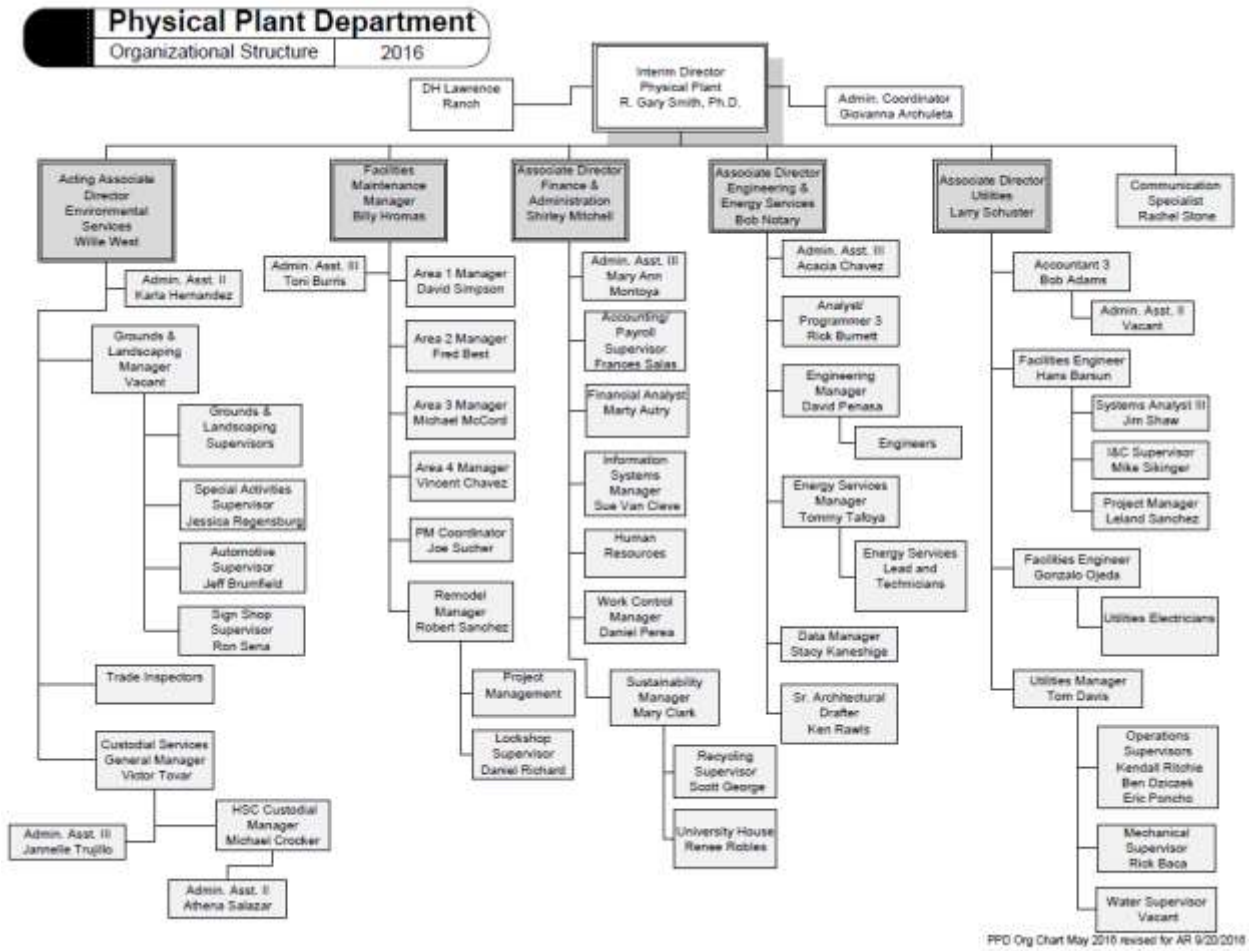
The Physical Plant Department's (PPD) mission is to consistently deliver effective programs and efficient facility services based on sustainable and collaborative outcomes aligned with The University of New Mexico's core mission.

### Vision

Our community, state and national peers will recognize The University of New Mexico's Physical Plant Department as a leader in campus sustainability and facilities stewardship.



## Organizational Chart



PPD Org Chart May 2016 revised for AR 9/20/2016

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## I. EXECUTIVE SUMMARY

The Physical Plant Department is comprised of five divisions; Environmental Services, Engineering and Energy Services, Finance and Administration, Maintenance and Planning, and Utilities. During the year, each of the divisions supported the ISS goals of:

- Finance
- Customers and other Stakeholders
- Process Improvement/Quality Initiatives
- Human Resource Management
- Risk Assessment and Compliance

For PPD, the overarching objective of these goals is to identify opportunities to reduce expenses and to efficiently repurpose those funds to improve facilities for our customers. The primary strategies were benchmarking, risk assessment, communication, process refinement, and employee development.

PPD entered into an agreement with Sightlines in FY 15 to compare our operational performance with the 450 other campuses in their program. The results were reviewed with the management team in May and will be used to focus our energies on improving operational performance.

Working with Lobo Energy, PPD began the process to explore the potential opportunities of an Energy Performance Management program. Eight buildings were selected and approved for the investment grade audit, the first step in this process. Funding for the program will be finalized in FY 17 if the audit confirms the energy cost savings needed to ensure the program's success.

PPD improved the reporting of capital projects by creating a project book for the senior management team. All projects greater than \$25,000 managed by PPD staff will be included in this quarterly report. Providing this information will ensure current project information is readily available to them.

PPD refined processes in several ways in FY 17. The monthly financial review meetings were enhanced to include a review of key information from TMA. Critical tasks are reviewed with the four Area Managers to ensure timely completion. PPD also continued to revise the department policies and procedures manual. This project will complete in FY 17.

Lastly, PPD pursued several ways to improve employee performance and job satisfaction. In particular, the department continued with the annual training program for managers and supervisors. The program has refresher courses for critical personnel management processes that occur infrequently as well as more general courses to improve supervisory skills. Several classes were also offered to PPD employees to increase their knowledge and skills. Working with Continuing Education, basic computer classes were conducted in both English and Spanish. Personal finance classes were also conducted in Spanish for Main Campus and HSC Custodial staff.

**Budget Information:**

## Total Revenues:

- \$68,189,704

## Total Expenses:

- \$67,029,109

## Year-end Balance:

- \$1,160,595

Funds were identified to complete projects that were important to our customers but had not been completed because they were too small for BR&R funding, and too large for area budgets to absorb. These “goodwill funds” were provided to the four Areas and Grounds & Landscaping for projects in FY 16. A total of \$189K was spent on such items as: flooring and carpet (\$30K), paint (\$29K), stucco (\$35K), concrete (\$37K), and lighting (\$20K).

**II. OVERVIEW**

The Physical Plant Department (PPD) is responsible for maintaining the physical campus in a manner that provides the campus community with an environment conducive to education, research, and public service. This includes the indoor and outdoor environment of what is commonly referred to as the north campus (including the HSC), main campus, and south campus. Additionally, the department maintains the University’s district energy system providing electricity, steam, chilled water and domestic water through its own distribution systems.

PPD is challenged with maintaining sophisticated facilities that require a highly skilled workforce. The department prides itself on the level of training and the extensive credentials of its staff. The comprehensive education, training and dedication of hundreds of employees enables the department to deliver the level of service necessary to support the mission of The University of New Mexico.

**III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS**Communications

The communications within PPD is going strong, and in its third year, feels established and an important part of PPD’s operations.

- PPD launched a new website in May 2016, using the Cascade platform. It now incorporates the UNM Brand, has a “news-feed” feature and is mobile-friendly. A PPD Safety Committee page was added to the site where safety videos, reports, and general safety information has been incorporated for PPD staff. Google Analytics has been installed and will be able to track the traffic on this site.

- A PPD Facebook page was set up for the department, and has been consistently updated with posts involving a variety of UNM issues, notifications, and stories. There are currently 122 individuals who have “liked” this page.
- Participated on the Capital Outlay Task Force to provide communications for the UNM Institutional Bond in Fall 2015. Two stories were written for this initiative:
  - <http://news.unm.edu/news/unm-seeks-to-upgrade-facilities-in-an-effort-to-foster-student-pride-and-engagement>
  - <http://news.unm.edu/news/unm-challenged-with-funding-large-building-projects>
- Prepared all the copies for the Institutional Bond website and FAQs: <http://bonds.unm.edu/institutional-bonds/index.html>
- Produced two videos, one for PPD and one for Planning, Design, and Construction (PDC), in collaboration with University Communications and Marketing (UCAM) to highlight accomplishments in facilities management.
  - <http://news.unm.edu/news/ppd-produces-power-for-the-unm-campus-cheaper-than-we-can-buy-it>
  - <http://news.unm.edu/news/space-matters>
- Worked with PPD leadership to begin revising all internal policies and procedures. Once complete, these policies and procedures will be added to the PPD website.
- The PPD New Employee Orientation began in FY 15-16 with eight classes conducted in English and two sessions in Spanish.
- PPD’s Communications & Outreach Specialist was inducted to the Rocky Mountain APPA (RMA) Board position of Communications Coordinator in September 2015. Her primary project for her first year on the Board is to redesign the RMA website to an updated, user-friendly, mobile-responsive site.
- Media inquiries significantly increased this fiscal year. PPD Communications collected 25 requests from the media, six of them for PDC. This is in comparison to nine media requests in FY 14-15.
- PPD’s Communications & Outreach Specialist, has been serving as co-chair for the ISS Communications & Marketing Committee. A consistent, monthly newsletter was created and sent to all of the ISS staff. In addition, she was able to gain buy-in from University Marketing & Communications (UCAM) to begin a video/story series highlighting each department in ISS over the course of 18 months. By the end of FY 15-16, a video and story was produced and written to introduce ISS to the community:
  - <http://news.unm.edu/news/successful-students-need-support-from-beginning-to-end-of-their-college-experience>
- A total of 25 news stories and press releases were written in FY 15-16, a significant increase from the 15 produced in FY 14-15.
- 23 PPD newsletters were produced in FY 15-16.
- The PPD Building Coordinator program continues to be successful in communicating to UNM main and branch campus building occupants. Four Building Coordinator meetings were held during FY 15-16. PPD will continue to hold these meetings.

### Engineering & Energy Services

- Electronic Plan Room – scanning and cataloging of all campus building drawing files. This has been a significant time saver for PPD, as well as many other UNM departments.
- HVAC/Lighting replacement was completed in CERIA, Domenici Hall/MRN, and Anthropology.
- Commissioning Services – completion on several projects including UNMH North Valley Clinic, Chemistry, and SMLC Phase 2.
- Completed main campus storm water study and prioritization of future projects needed.
- Replacement of legacy energy control systems (components no longer available) with campus standard systems at Business Center, Speech & Hearing, MTTC, Valencia, Domenici Hall, and HSSB.
- Began the use of iPads for Energy Service Technicians to allow paperless, time log, and capabilities to charge material directly to work orders.
- TMA access for manager to track technician time, assign work orders to technicians, track project budgets, track project progress, maintain stock room inventory, and streamline work order indices for proper charges.
- Established a virtual warehouse to track Energy Services inventory. Bar codes were set up for technicians to scan parts needed for immediate adjustment to stock count and to place charges onto work orders.

### Environmental Services

The Environmental Services Division has five sub-divisions: Automotive, Custodial, Grounds & Landscaping, Sign Shop, and Special Activities.

#### Automotive:

- Automotive technicians completed 2,413 service requests for University fleet vehicles.
- Completed tank replacement on seven UNM buses equipped with compressed natural gas (CNG) fuel tanks. These tanks were approaching their expiration date of 10 years; however the buses were still fully operational. Replacing the tanks at the UNM Automotive Center saved UNM over \$20,000 per bus.
- Completed two engine replacements on UNM vehicles to avoid costs associated with purchasing new vehicles.
- Installed high efficiency lighting in the Automotive Center to improve working environment and reduce electrical costs.

#### Custodial Services:

- Main Campus Custodial Services staff is responsible for maintaining over 4.6 million square feet of facilities at APPA level 2 cleaning standards. This is accomplished with 108 FTEs.
- The HSC Campus custodial staff is responsible for cleaning just over 1.07 million square feet at an APPA Level 1 cleaning standard. There are currently 46 FTEs on staff.
- Custodial staff training exceeded 6,850 hours. Topics included: team cleaning, equipment use, floor care, and mandatory compliance training.
- Continued to implement the usage of iPads for weekly inspections, work order creation, and transitioning to a paperless process.

- Expanded the use of Kaivacs, a no touch cleaning system for primarily restroom facilities, which greatly increases staff production rates while providing better service and healthier environments.
- Utilized new technology to verify cleanliness and identify problem areas.

#### Grounds & Landscaping:

- Maintained over 300 acres of campus landscape to APPA Level 2 standards with a staff of just over 40 FTEs
- Planned and coordinated two major roadway projects. The first was the complete removal and replacement of Yale Blvd. on north campus, north of the round-about. The second was the overlay of Redondo Drive on the east and south side of the campus. Both projects required extensive advance communications and cooperation from numerous other departments.
- Managed over 70 concrete sidewalk projects including coordinating with the Facilities Access Committee in the installation or upgrading of eight sidewalk ramps.
- Worked with the Facilities Access Committee and the Governor's Commission on Disability to continue identifying and upgrading handrails on campus. 22 handrails were added or modified, resulting in Americans with Disability Act (ADA) compliance.
- As part of ongoing cost containment initiatives, two additional trash compactors on north campus were installed. These two units will reduce refuse removal costs, as well as labor costs.
- Worked with student groups to renovate several areas of campus during Fall Frenzy activities in October 2015 including the south side of Carlisle Gym, south side of Social Sciences, and east of Dane Smith Hall.
- In conjunction with Special Activities, staff tagged and removed over 50 bikes from campus.
- Continued drainage improvements along the pedestrian walkway north of Simpson Hall and on the west side of Domenici Mind.
- Pest management technicians responded to 564 requests for service and completed over 250 preventative treatments and inspections.
- Assumed pest management responsibilities at Family Student Housing.
- Coordinated deterrent installation projects to reduce pest access to buildings and reduce bird roosting and nesting sites on buildings and structures.
- Designed and installed new landscape and hardscape features on the north side of the Innovative, Design and Technology Center. Work included new walkways, drainage improvements, new landscape, irrigation, and site furniture.
- Provided support to student groups and organizations for numerous events including: Freshmen Family Days, Welcome Back Days, Homecoming festivities, Red Rally, Hanging of the Greens, Sustainability Fairs, Grower's Markets, Food Bank, and graduation and commencement ceremonies.

#### Sign Shop:

- Sign Shop technicians completed over 450 signage requests including banners and 3D graphics.
- Acquired and began renting A-Frame stands for event advertisement.

- Worked heavily with Parking and Transportation to update signage in parking lots throughout campus.
- Completed the renovation of monument signs on campus.
- Collaborated with the campus Smoke Free Task Force committee to develop and produce signage for campus.

#### Special Activities:

- Special Activities staff completed over 920 work requests for moves, event support and equipment rental. In addition, Special Activities staff spent over 780 hours on graffiti removal.
- Worked with Accessibility Services to install ADA tables and chairs in classrooms to accommodate student needs.
- Installation and removal of banners throughout campus
- In conjunction with Grounds department, staff tagged and removed over 50 abandoned bicycles from campus.
- Installed new and refurbished outdoor furniture at numerous locations on campus.
- Organized, coordinated, and performed two major projects where faculty materials and equipment were removed at Travelstead Hall and at the Engineering Department storage facilities at Galles.
- Provided support and equipment to numerous student and academic events on campus including: Spring graduation & convocation ceremonies, Fall graduation & convocation ceremonies, International Fair, Sustainability Fair, Gathering of Nations, School of Engineering – Annual BBQ, HSC Staff Appreciation luncheon, STEM Science Fair, Hanging of the Greens, Red Rally, PPD United Way BBQ, Welcome Back Days, and Freshmen Family Day.

#### Finance & Administration

- The PPD Trades Training Program had its first graduate of the program this year – a custodian completed the Electrical track portion of the program. The program provides on-the-job experience to PPD employees to prepare them for future opportunities as an HVAC Tech, Automotive Tech, Plumber, or Electrician.
- PPD enhanced its monthly review process for Financial and Capital Project Reporting. Key information from TMA is reviewed each month with the four Area Managers to ensure critical tasks are completed timely. Meetings continue to be conducted with the Director, Associate Directors, and Managers of each division. Budgets, Year-to-date Expenditures, and anticipated Balances are reviewed for all Operating Indices. Completion Dates and projected Budgets are reviewed for all Capital Projects managed by PPD.
- The Accounting Department completed an evaluation of asset depreciation for all vehicles and large equipment owned by PPD. Recommendations for a phased-in approach will be made to the management team for consideration.
- The Accounting Department began the process to eliminate LoboTime “Buff sheets.” Finance & Administration and Engineering & Energy Services were the two pilot groups. Timecards are now reviewed and approved in LoboTime by the employee and supervisor; eliminating the need for after-the-fact reporting of time.



#### Work Control:

- This year PPD initiated and completed 65,603 work orders. This included 34,041 Corrective Maintenance work orders and 31,562 Preventive Maintenance work orders. PPD uses TMA as its computerized maintenance management system. A total of 5,594 phone calls were received by Work Control staff during this fiscal year.

#### ISS IT:

- The PPD IS Group purchased an additional 15 iPad minis and 15 WEBTMA GO licenses – totaling 103 iPads and 103 WEBTMA GO licenses used by PPD staff. Currently, 75 iPads are utilized by maintenance staff, 12 in custodial services, 6 in Engineering, 5 are used by Lock Shop staff, and the remaining 5 iPads are held in inventory as back-up replacement units.
- The PPD IS Group implemented a Mobile Device Management system – Airwatch - to help manage the 100+ iPads using the WebTMA GO mobile application. The system allows the group to better manage updates, patches, and access control of the iPad minis.
- The PPD IS Group implemented PDQ Deploy and PDQ Inventory this year. This allows the group to identify out-of-date software and schedule them for updates. It installs specific versions of software compatible with UNM applications. The updates occur while the computer is idle which allows for seamless updates with minimum interruption.
- The PPD IS Group created a customized, global image for the Institutional Support Services Division. This has reduced the turnaround time of computer replacements to approximately two hours.
- A financial review was conducted to determine the feasibility of moving the ISS IT Group to a self-supported ISU model. The results of the feasibility study were shared with the ISS Sr. Management team for review and final determination.
- The PPD IS Group completed their annual computer replacement program by purchasing and replacing approximately 30 Dell desktop computers, laptops, and monitors.

#### Recycling & Sustainability:

- Recycling signed contracts with 1650 University and Casas del Rio and began providing services to those buildings.
- Recycling diverted 900 lbs.+ of plastic, paper, cardboard, metal, and glass from the landfill.
- Through the Green Fund, the Office of Sustainability was able to fund three projects: electric vehicle charging stations, one at the Cornell Parking Structure and one at the Yale Parking Structure; an energy conservation system for the Maxwell Museum collections; the Sustainability Expo was a zero waste event through a partnership with Knowaste.
- A photovoltaic shade structure was installed at the McKinnon Family Tennis Center. This produces 93,000 kWh per year of renewable energy from its photovoltaic panels. This translates to about a \$15,000 reduction to UNM's annual electric bill from PNM.
- The Sustainability Strategic Plan was completed by the Sustainability Coordinator.

#### Maintenance & Planning

The Maintenance and Planning division completed 42,758 work orders last year. That equated to \$9,526,289 in cost. The division has accomplished the following items this fiscal year:

- Safety - The division had a total of 6 reported accidents from July 2015 to June 2016. The PPD Safety committee continues to promote staff safety and awarded five safety awards of one day off with pay. The committee has established a page on the PPD website where it will be used to drive safety topics and be a location for safety videos, award nomination forms, and communications from the committee.
- Staff training - All area maintenance staff received four hours of training in customer service. In addition, our electricians received NFPA 70B maintenance training, plumbers received steam systems and water treatment training, and our HVAC technicians attended vibration and alignment training. Structural techs received concrete and block repair and maintenance training. Providing these training opportunities was a joint effort between Continuing Education and PPD. The total cost of these programs was approximately \$60,000. All area managers and supervisors attended monthly trainings hosted by PPD HR, which included topics on Union bargaining units, FMLA, hiring process, and more.
- Preventive Maintenance program – The maintenance areas continue to improve the completion rates of preventive maintenance works orders. They completed 24,794 preventive maintenance work orders or 57.9% of total work orders. They completed 42% corrective work orders. This trend indicates a reduction in the corrective work required. This continues to improve year to year and could become a factor in reduced future budgets and services.
- Elevator equipment repairs – In the Fine Arts building, the replacement of hydraulic jacks in two of their elevators brought the elevators into code. This upgrade will help contain any future hydraulic leaks that would cause an environmental contamination. At the UNM's Branch Stadium, safety stops were replaced.
- Water management program – UNM continues to be a leader with a comprehensive, HACCP based water management plan. This year the committee developed a campus wide water and bottled water dispenser cleaning protocol. It also began the verification phase of the program. Good progress was made in verifying if our prevention measures are effective. The verification rate is 15%. Maintenance areas, along with the PM coordinator, completed four quarterly sets of total bacteria and legionella water tests. 228 individual tests were completed, in which none of the samples indicated positive results for legionella.
- Flood in Biomedical Research Facility (BRF) – On August 31, 2015, an 8” water line separated in the basement of BRF, flooding the area with almost two feet of water. There was a considerable amount of damage to the building, but the majority of the damage was done to the research samples, electronic equipment, and exercise equipment. The insurance claim was estimated at \$2.54 million.

#### Remodel:

- Remodel addressed nearly 1,000 work orders totaling approximately \$7M of work plus approximately \$3M of work in bond funded projects.
- We conducted an annual review of our current business model and were able to reduce fees by 1.3% due to increased efficiencies and increased work load.
- Some of our major projects included:
  - Roof replacements at Regener Hall, Carlisle Gym, La Posada Dining Hall, and ARF
  - BRF basement flood repair
  - Valencia Campus parking lot and loop road
  - Valencia Campus chilled water plant phase I and II

- Valencia Campus roof for buildings 2 and 3
- Continuing Education rooms B and C remodel
- Hokona Hall Zuni Wing carpet
- Fine Arts security upgrades
- Ortega Hall men's and women's restroom remodel
- Humanities exterior caulking replacement
- Mechanical Engineering security upgrades
- KNME domestic waterline replacement
- Athletics' training room renovation
- Gallup fire suppression upgrades

### Utilities

- Budget Deficit - The division was able to erase a \$406,000 deficit, ending the fiscal year with a \$288,000 surplus. This was due primarily to savings in both natural gas purchases and unused budgeted staff positions.
- Gas Compressors - A chance request to a New Mexico Gas Company (NMGC) official regarding the possibility of extending high pressure natural gas to Ford Utilities Center has resulted in an agreement with NMGC to provide 400 psig natural gas to the facility. This will allow the plant to run its gas turbine-generators without the gas compressors, resulting in improved reliability and reduced costs. The project is expected to complete in FY 17. The gas compressor controls were rewired to improve reliability. Protocols were put in place to monitor and clean the coalescing filters to reduce the risk of turbine injector fouling from oil carryover until such time as the compressors are taken out of service.
- Cooling Towers - The fill for the remaining cells was replaced. New fan blades were installed at CUP and Ford. Significant performance gains were seen from the improved capabilities of the new material.
- Student Family Housing - The Elks' Lodge chiller moved to the Student Family Housing facility to provide replacement cooling capacity which was found to have unreported mechanical issues, preventing its use. A used chiller was acquired from a re-conditioner and is installed and operating.
- Solar Photovoltaic Projects - Thanks to the continued generosity of a matching fund donor, a fourth solar PV system (93kW) was installed at McKinnon Family Tennis Center. An integrated display of all UNM PV output was configured at the SUB.
- TMA Program - The utilities PM program was thoroughly evaluated and reviewed. The resulting new PM tasks and schedules were uploaded into TMA.
- Water Treatment Program - A new water treatment company, Industrial Water Engineering (IWE) was selected to replace Nalco as our chemical supplier and water treatment consultant. Several previously unknown treatment issues were identified and remedial measures are in process.
- Emissions - All units requiring testing passed their Air Quality Permit emission's tests.
- Main and North Campus Substations - Completed a series of projects that improved the accuracy of electrical metering, improved load voltage monitoring, and moved alarm monitoring to the Ford Utilities Center control room.
- ACC Switch Replacement - Installed new switch that powered Chama and Jemez dorms with minimal disruption to campus operations

- South Campus Electrical Distribution System - Completed new coordination, short circuit, and arc flash study for the entire 15kV distribution system. Implemented settings and stickers for each device.
- Energy Efficiency Projects - New LED fixtures replaced compact fluorescent lighting in the campus-wide tunnel system as part of the PNM Self-Directed Energy Efficiency Program. All fixture replacements were performed by Utility Electricians.

## IV. CURRENT PROJECTS

### Communications

- PPD Communications continues to write stories for the PPD News, UNM Newsroom, and press releases.
- The ISS video and story series project is expected to last until Summer 2017.
- Serve as the liaison to the City of Albuquerque regarding the Albuquerque Rapid Transit (ART) construction regarding communications with the campus community.
- Proposal has been submitted to change the Physical Plant Department name.

### Engineering & Energy Services

- Energy Service contract with YESCO and start of Investment Grade Audit phase.
- Space Data Update by working with departments to ensure space data is accurate in configuration, classification and assignment.
- Implementation of storm water projects as prioritized by recently completed Storm Water Study.
- Continuation of HVAC and Lighting replacement projects at Anthropology, Northrup, Nuclear Engineering, HSSB, UNMH Parking Structure, Cornell Parking Structure, and various parking lots to increase system reliability and energy efficiency.
- Commissioning of HVAC and Lighting systems in accordance with LEED and campus standards in various projects at UNMH Eubank Women's Clinic, Farris Engineering, Valencia Chilled Water System, Domenici Center Phase III, Taos Rio Grande Hall, Cancer Center TI, and Gallup Zollinger Hall.
- Continuation of building main electrical gear and emergency generator replacements at Zimmerman, Popejoy and Economics.
- Continue the systematic replacement of legacy INET control systems which no longer have replacement parts available.
- Cooling Tower reclaim water project to North Golf Course as a water conservation project.
- Storm drainage augmentation projects on central campus.
- Anthropology Annex replacement of HVAC and lighting systems.

### Environmental Services

- Custodial Services will be implementing new shifts to provide better service to the campus community in the evenings and on weekend.

- Continue CNG tank replacement on University vehicles to keep costs down and extend vehicle lifespan.
- Continue installation of deterrents to reduce bird roosting and nesting on buildings and structures.

#### Finance & Administration

- PPD staff continues to work with EnergyCAP to develop and implement the new eCap system. Programming for the Reformatter to Banner custom application for utility billing was finished this fiscal year. Final testing and full implementation will be completed in early FY 17.
- PPD staff is developing a PPD Project Book. The book contains a summary of all projects greater than \$25,000 managed by Physical Plant staff. The information will be provided quarterly to the Sr. Management team so they will have current project information readily available to them.
- Working with Contact Wireless, PPD staff is implementing a texting program that will increase the timeliness of reporting and addressing potential issues in our high-traffic buildings. Signs will be placed in the restrooms of most Main Campus and HSC buildings alerting the occupants (staff, students, and the public) to text us with issues. Information will be relayed to the Work Control staff who will then generate a work order or phone call, depending on the urgency. Implementation will be completed by mid Q2 FY 17.
- The Accounting Department will continue to add other departments to the new LoboTime approval process to eliminate LoboTime “Buff sheets.” Remodel and Lock Shop staff are scheduled for Q1 FY 17. The four Areas will be added mid to late FY 17 with a goal to have all Areas following the new process by June 2017. Following this new process will eliminate the need for after-the-fact reporting of time.
- The Office of Sustainability’s Intern is bringing together constituents from across campus to form the Sustainability Council as outlined in the Sustainability Strategic Plan. The Sustainability Council will work to improve the knowledge and practice of sustainability on campus.
- The Office of Sustainability requested another \$50,000 from the Student Fee Review Board.
- The Lobo Gardens will begin to have monthly workshops open to students and staff.
- The Office of Sustainability has partnered with the UNM Beekeeping Club to install a bee hive on campus as part of Albuquerque’s designation as an authorized “Bee City.”

#### Maintenance & Planning

- Update building condition report (PPD Stop Light Report).
- Continue to enhance Preventative Maintenance program.
- Complete C-Cure 9000 migration.

Utilities

- A high pressure gas line from the City of Albuquerque Bus Barn on Yale Boulevard, SE. will be extended to the Ford Utilities Center. The gas compressors will be removed and salvaged.
- A 127kW PV system will be installed at Valencia campus, Building “C.”
- The tunnel security system is being replaced and cameras have been added at each plant.
- The scope has been developed for migration of the current plant control system to the latest hardware and software, and the project is moving through the procurement process.
- Integration of our new water treatment contractor and re-establishing correct plant chemistry with both corrective actions and new programs.
- Upgrade the protective relay and metering schemes associated with the NAM feeder to solid state equipment. Complete wiring and programming of the Substation alarms to the Ford monitoring system. Perform maintenance on the outdoor 115kV Substation. Maintenance has not been performed on these units since their initial installation.

**V. FUTURE PLANS/GOALS**Communications

- A survey of PPD staff and the campus community are needed to see if our communication efforts have made a positive impact. The internal survey will be compared to the PPD Work Climate survey conducted in 2009 to see if perceptions have changed since then. The external survey will be a beginning stage to see how PPD is perceived on campus.
- Integrate more communication/outreach programs, particularly with the student population. This is a population that can elevate PPD’s level of visibility on campus, and can assist in engaging the campus to recognize the importance of facilities management at our University.

Engineering & Energy Services

- FAMIS data base update and continuation of Space Utilization Initiative.
- Continue to market Commissioning services to improve building performance and generate revenue.
- Control system training program for PPD Area maintenance technicians.
- Continue to market Controls Maintenance contract to auxiliaries, branch campuses, and UNMH.

Environmental Services

- Evaluate the Grounds and Landscaping division for implementation of new shift schedules to provide additional services to the campus community.
- Pursue revenue enhancement opportunities with all divisions to offset funding reductions.
- Incorporate trash compactor locations with current building projects to reduce refuse removal costs.

Financial & Administration

- The monthly review process for Financial and Capital Project Reporting will be enhanced for all divisions of PPD. Key information from TMA will be reviewed each month to ensure appropriate emphasis is placed on all critical areas.
- The monthly Billing process will be documented by the Financial Analyst to ensure there is no interruption of service for this high-priority task. The plan to add staff to the Accounting Department was not approved by the Budget Office so there is no redundancy for this critical task. Thorough documentation of this task will minimize the potential impact of this critical process.
- Review the financial impact of new buildings on I&G Utilities, Maintenance and Operations, Grounds, and Custodial Services. Discuss with Senior Management team to address impact to PPD Budgets.
- PPD will host an APPA Supervisor Toolkit in October. We are expecting 35 participants from around the country. Several PPD employees will participate in this valuable training. The last Supervisor Toolkit hosted by UNM was in November 2013.
- ISS IT is updating the current Mitchell System (automotive billing system) with the latest version of Mitchell. Anticipated completion is Q2 FY 17.
- Recycling will begin departmental training to improve its outreach.

Maintenance & Planning

- Complete and formalize the electronic access control model.

Utilities

- Evaluate the campus chilled water and steam load profiles to determine the feasibility of additional absorption cooling or thermal storage. The effects of the coming construction of new large facilities including the Physics and Interdisciplinary Science Building (PAIS) and the expansion of Johnson Center on these profiles are also being evaluated.
- Determine metering and data management needs to restructure I&G Utilities billing process from a lump-sum amount to building-by-building billing.
- Replace the Ford GTG#1 and Central substation battery systems, including a new battery charger.
- Perform complete preventative maintenance inspections of switches and transformers at Central and North Campus Substations.
- Pursue the use of iPads in conjunction with TMA, and evaluate their use for gathering plant operating data

**VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

PPD began the year with 421 staff members. 64 employees joined our team this fiscal year. A total of 60 employees were separated (retirement, resignation, etc.) ending the fiscal year with 425 PPD employees. These totals exclude student and on-call employees.

In January, the Director of the Physical Plant left UNM to pursue opportunities outside of UNM. An Interim Director was named and will continue in this position for a one-year period.

Appendix H



FY 2015-2016 Annual Report

**Real Estate Department**

Submitted by:

Thomas M. Neale, Director, UNM Real Estate Department

<http://realestate.unm.edu>

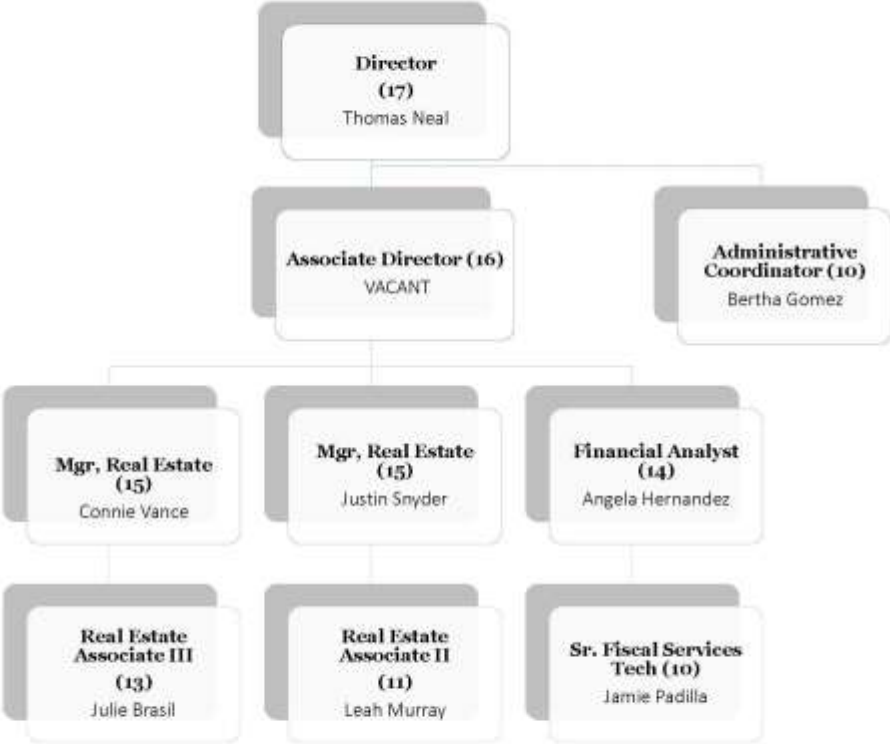


## Mission and Vision

### Mission

To provide effective, efficient real estate service to University customers that support institutional needs. “Real estate services” relate to leasing, transactions (purchase and sales), feasibility and ‘highest and best use’ analysis, property and asset management, and investment and portfolio management. “University customers” include administrative and business organizations, academic and research units, senior executive management and the Board of Regents. “Institutional needs” encompass short-term ‘tactical,’ as well as long-term “strategic” needs.

### Organizational Chart



**FY 2015-2016 Annual Report**

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## **I. EXECUTIVE SUMMARY**

The Real Estate Department (RED) manages all real estate activities of the University, including: (1) purchases, sales, development and leasing of institutional real property, (2) off-campus leasing for UNM tenants, (3) property management, and (4) revenue generating investment real property.

RED consists of eight full-time employees and one half-time term employee. Major areas of responsibility include: property management, leasing, acquisitions, financial and feasibility analysis, internal consulting, and administration. RED provides comprehensive real estate services for all entities of the Regents including academic and research units (North, Central, South, and Branch Campuses), HSC, UNMH, UNM Medical Group, and Science and Technology Corporation. In addition, RED provides professional real estate support to Lobo Development.

RED had an administrative budget of \$700,000 (\$300,000 funded from I&G and \$400,000 funded through operations) which was consistent over the last several years. The department ended FY 16 with a balanced budget and had no significant year-end reserves.

## **II. OVERVIEW**

RED currently administers over 1,200,000 square feet of leased space with annual rent obligations of approximately \$13,000,000. RED has direct fiscal responsibility for approximately 320,000 square feet of office space, a number of ground leases, billboard leases, oil and gas distribution orders, cell tower leases, and a variety of license agreements. We provide property management for an additional 230,000 square feet of commercial and institutional space. The amount of space under direct management has been consistent for the past three years. In addition, RED is responsible for targeted land acquisitions and negotiation of a variety of ground leases and other public-private partnership initiatives.

## **III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS**

RED adopted the principles of Performance-Based Management and continually strives to maximize revenue potential, control operating and administrative expenditures, and increase staff productivity. RED has achieved highly successful results during one of the worst and prolonged downturns in the local commercial real estate markets. Tremendous focus has been placed on restructuring our systems for financial management and reassigning staff to maximize production within the department. Staff continues to seek opportunities to improve financial performance.

Collected revenues from all sources for projects where RED has fiscal oversight, were in FY 13 \$5,168,000 and totaled \$5,142,000 in FY 16, a decrease of less than one percent over the four year period. Revenues per full time employee (FTE) were \$544,000 in FY 13 and \$605,000 in FY 16, representing an increase of employee productivity of 11%. During this period we reduced our administrative expenses by 7.5%.

During the past four fiscal years, RED has completed over \$42,500,000 in real estate transactions on behalf of the University. During FY 16, the department closed on four transactions valued at \$2,700,000, including land at Sunshine Terrace, the former First Baptist Church, and the former Taos Civic Center.

In addition, RED negotiated a public private partnership for the development of a 160,000-square-foot mixed use building at Innovate ABQ. The six-story building will consist of 310 student housing beds with 30,000 square feet of academic and commercial space. The \$35 million project is under construction and will be completed in August 2017. RED also negotiated a ground lease with 54 Development for construction of a 55,000-square-foot mixed use entertainment project at UNM's South Campus.

#### **IV. CURRENT PROJECTS**

RED staff is currently working on a number of acquisitions on behalf of various institutional entities, a number of targeted land acquisitions for the HSC and UNM Hospitals. RED is in the early stages of analyzing commercial development opportunities along the edges of UNM's Main Campus and recently signed a listing agreement to market all of the commercial lands at South Campus.

#### **V. FUTURE PLANS/GOALS**

RED will continue to strive to increase revenues and returns on real property assets under management, slow the growth in operating and administrative costs, and continue focusing on staff productivity. During FY 17, we look to concentrate on improving financial reporting, staff development, and aggressively seeking income-producing opportunities.

#### **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

During FY 16, there were no staff separations or new hires.

Angela Hernandez was reclassified from Accountant 3 to Financial Analyst in September 2015.

Appendix I



FY 2015-2016 Annual Report

# Residence Life and Student Housing

Submitted by:

Wayne Sullivan, Director

<http://housing.unm.edu>

## Mission, Vision, and Values

### **Mission**

To foster inclusive, community-based living environments consciously designed for our residents' personal growth and academic success in well-maintained facilities.

### **Vision**

To support and develop outstanding UNM students in a residential setting.

### **Values**

#### ***Quality***

Through continuous evaluation and student feedback, UNM Residence Life and Student Housing seeks to meet a high standard of excellence within our facilities, services, and processes.

#### ***Caring***

UNM Residence Life and Student Housing strives to create an environment of success for every individual resident. All our student and professional staff members are highly trained and compassionate individuals who help residents connect to campus resources, personalize their housing experience, and achieve personal and academic goals.

#### ***Learning***

The UNM residence halls are an extension of the collegiate academic environment. We believe that by living on campus, residents have the opportunity to learn and grow beyond the classroom. The programs, activities, and initiatives within our residence halls aim to develop residents into well-rounded individuals.

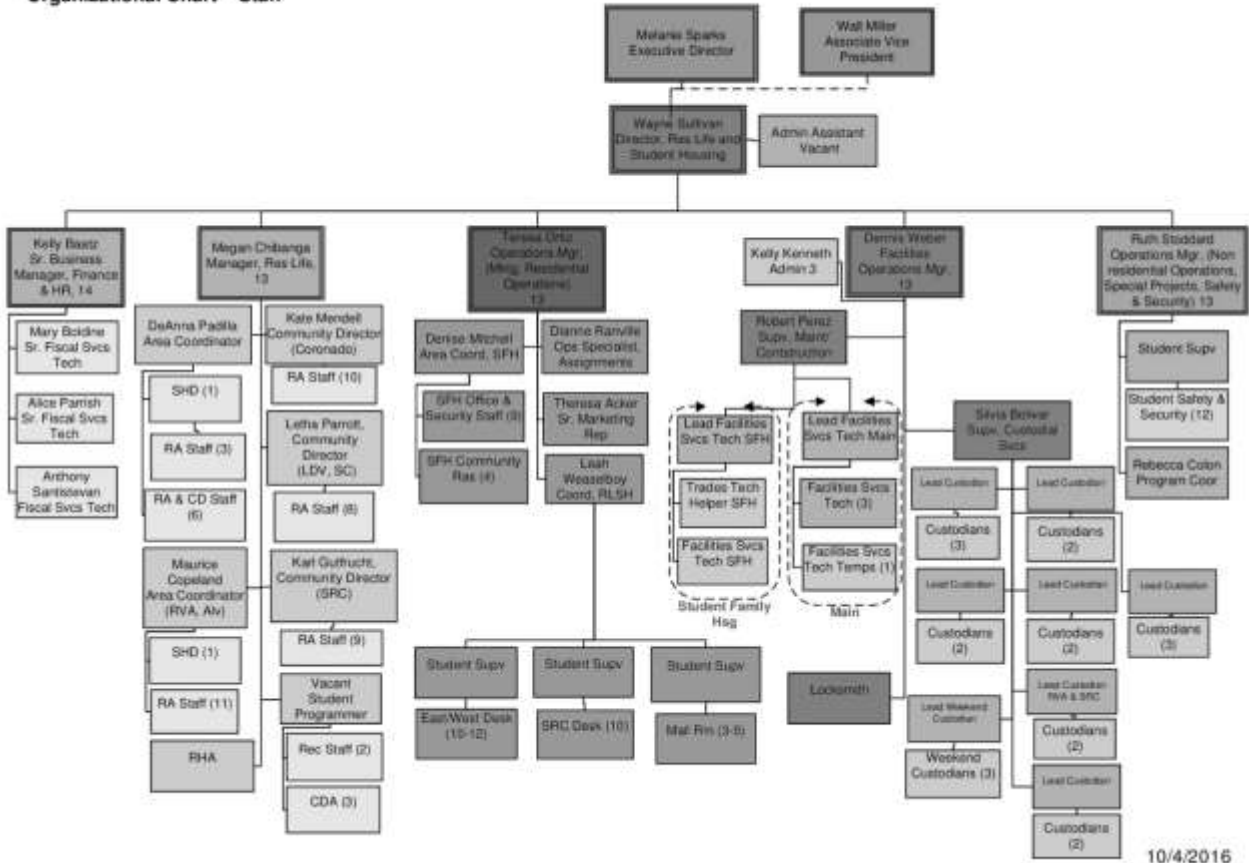
#### ***Community***

UNM Residence Life and Student Housing embraces the idea that communities are comprised of diverse individuals from all walks of life. We nurture healthy, thriving communities that help residents feel connect to each other, as well as the institution. Residents are encouraged to participate as active and engaged citizens within their living area.

### Organizational Chart



#### Organizational Chart – Staff



10/4/2016



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## **I. EXECUTIVE SUMMARY**

UNM Residence Life & Student Housing continues to deliver the positive collegiate residential experience the department envisions for students. In addition, the department focus remains on balancing available resources with facility requirements, partnering with other campus departments whenever possible and planning for future University needs.

Fiscally, with an annual budget of \$10,668,800, the department has been conservative in staffing and expenditures in light of enrollment and occupancy challenges. Expenses were met and the department contributed to the University as well as department plant fund.

## **II. OVERVIEW**

Residence Life and Student Housing serves to deliver all elements of quality, educationally focused university housing for students. The seamless delivery of this experience allows students to focus on academic program pursuits and experience transformative development outside the classroom while the department helps ensure that university policies are followed, exposure for liability is minimized, and federally required training and reporting occurs.

## **III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS**

UNM Residence Life and Student Housing had a successful year building on the significant changes made in 2014-2015.

The department remained fiscally prudent with a budget of \$10,668,800 and revenue of \$12,043,385. After expenses, debt service and strategically lowering department reserves by \$318,847, the department contributed \$350,000 to Institutional Support Services, and \$2,000,894 to department plant fund.

Several facility projects were completed this fiscal year, including launching proximity perimeter access for Alvarado, Santa Clara, and Laguna-DeVargas, coordinating with UNM PPD to add exterior furniture throughout the residence hall area, replacing the electrical distribution system for Student Family Housing, Emergency replacement of main water line for the Student Residence Center, and repair and painting of the Redondo Village exterior stairwells. The plant fund balance ended the year at \$1,669,918 with \$569,734 committed to projects that were underway or had been completed but not paid for yet.

Although initiated in the prior FY 15-16, the following projects were completed before the residence halls were opened in August 2016: complete remodel of Santa Clara rooms and remodel of two live-in staff apartments.

Residence hall occupancy numbers are reflected in the following table:

<b>Fall 2015</b>	<b>1,1746</b>
<b>Spring 2016</b>	<b>1,591</b>
<b>Summer 2016</b>	<b>191</b>

The Summer Conference season was less profitable for Residence Life and Student Housing than 2014-2015 with department conference program income decreasing by \$22,200 to \$353,186. The summer conference bed night count was 16,832, a decrease 939 and included a smaller STEAM-H conference of 606 participants, a decrease of 265 participants.

The department continued the summer intern program where Residence Life and student Housing provides summer housing for interns participating in local programs such Sandia National Labs and the Air Force. Participants increased from 100 to 122 with a revenue of \$217,823.

Initiated for 2015-2016, the short term housing program uses unfilled apartment style space on main campus to house University related visitors. The program housed 87 guests for a total of 818 bed nights with revenue of \$17,636.

The Resident Education efforts were strong with over 1,200 programs implemented by Resident Advisors, Community Associations, Residence Hall Association, and on-campus housing organizations. The on-campus housing organizations continued to grow, and one of them, the EcoReps coordinated the first LoboReclaim event. This event collected items students donated at the end of the 15-16 Academic Year and coordinated a corresponding “sale” for Fall 2016, allowing new and returning residents to purchase much needed items at very minimal cost. The Living and Learning program has been improving through sustained efforts to build relationships between our residents and campus partners and the process of refining the topic the community to be more in tune with student needs. Additionally, the Residence Hall Association and National Residence Hall Honorary submitted award bids on a regional and national level for various students and programs; they won several of those bids, earning significant recognition for the University.

#### **IV. CURRENT PROJECTS**

The department is reviewing all processes and software related to how residents sign up for, are assigned and are charged for housing. Evaluation on software packages including the current one should be completed by end of October.

Resident Education has worked with the Residence Hall Association and National Residence Hall Honorary to host the New Mexico Housing Leadership Development Summit, a weekend conference for student interest in gaining and refining leadership skills. Additionally, to support the growth and success of the Living Learning Program, a full-time staff member is now dedicated to the program as the primary component of their job duties. Lastly, to improve efficiency, in working with other campus units, Resident Education has implemented a new student conduct and behavior management software, Advocate.

Residence Life and Student Housing continues to plans updates and improvements for our facilities. Although we do not have anything currently underway, we are evaluating several large scale projects (see future plans).

## V. FUTURE PLANS/GOALS

Residence Life and Student Housing continues to actively plan for the future including preparation for the Freshman Live-In Requirement, what roles will be played in the new downtown InnovateABQ Project, and an internal multiyear plan to address facility needs including potentially replacing SRC domestic water and chilled water delivery system, Student Family Housing HVAC delivery system, interior refurbishment of Coronado Hall and a pilot program for retrofitting communal bathrooms for individualized “pod” bathrooms.

## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

### Appointments

101721274	Copeland, Maurice A.	Coord,Residence Life Area	7/27/2015
100052556	Weaselboy, Leah	Coord,Student Housing	8/3/2015
101742258	Lopez, Mark	Trades Tech Helper	10/26/2015
101746203	Baca, Adam E.	Lead Facilities Services Tech	11/23/2015
101610194	Griego, Michael C.	Facilities Services Tech	2/24/2016
101759214	Williams, Thomas J.	Trades Tech Helper	3/21/2016
101382461	Kenneth, Kelly M.	Admin Assistant 3	5/23/2016
101744644	Thomas, Dallas	Facilities Services Tech	5/31/2016
101703227	McMillan-Sharp, Mira	Lead Custodian	6/16/2016
101767339	Baca, Patrick E.	Custodian	6/18/2016

### Separations

100247148	Garcia, Andrew R.	Trades Tech Helper	7/23/2015
100867068	Montoya, Henry A.	Lead Facilities Services Tech	8/28/2015
101726315	Shuldt, Laurie G.	Custodian	9/19/2015
101691630	Rodriguez Saenz, Raimundo R.	Lead Custodian	10/2/2015
101669028	Alvarez, Victor	Custodian	10/2/2015

101742258	Lopez, Mark	Trades Tech Helper	11/24/2015
100003610	Bolivar, Martha	Lead Custodian	12/31/2015
101647044	Wylie, Nick J.	Custodian	1/31/2016
100013448	Marquez, James	Structural Tech 2	2/17/2016
101086261	Jester, Crystal D.	Service Call Coordinator	2/26/2016
101443843	Wehr Fry, G Murray	Mover	4/5/2016
101683743	Neshek, Shauna M.	Coord,Residence Life Community	5/26/2016
101303831	Smith, Marlene E.	Coord,Residence Life Community	6/30/2016

Appendix J



FY 2015-2016 Annual Report

**Staff Council**

Submitted by:

Danelle Callan, Staff Council President

Carla Sakiestewa, Staff Council Treasurer

Kathy Meadows, Staff Council Administrative Officer

<http://staffcouncil.unm.edu>

## Mission and Vision

### Mission

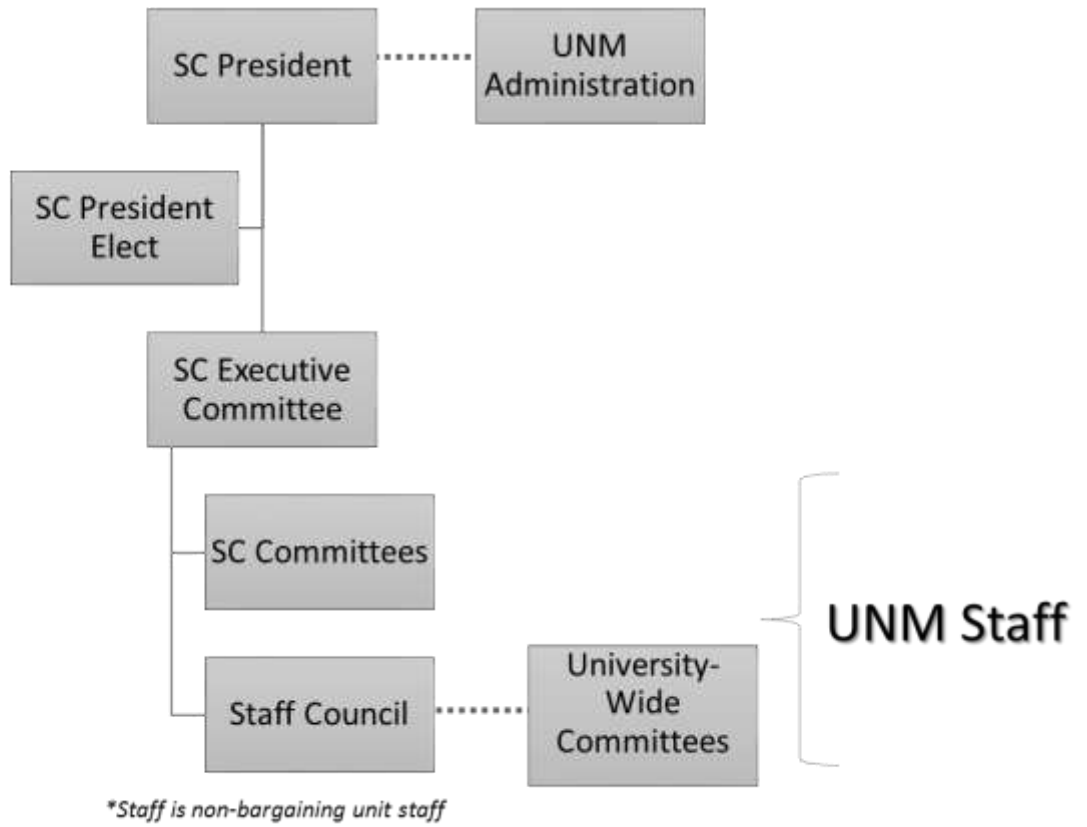
Staff Council nurtures leadership, education, advocacy, diversity and service (LEADS) by:

- Focusing on the development of leadership skills, aptitudes, and behaviors necessary to succeed in lifelong learning and viable career pathways
- Communicating with constituents, faculty, students, and the administration about the promotion of the well-being of every staff member at UNM
- Providing UNM Staff a support structure and forum to address issues of concern
- Providing opportunities for staff to work with people and organizations across the University and in our community

### Vision

Improving the working lives of staff at the University of New Mexico.

### Organizational Chart





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## I. EXECUTIVE SUMMARY

The University of New Mexico Staff Council is focused on promoting a culture of life-long learning at UNM and helping support staff to grow professionally and academically. Staff Council's goals are:

- Represent constituents through two-way communication of policies, information, etc.
- Serve UNM staff by strengthening the collective UNM staff 'voice'
- Highlight the many UNM Staff contributions to UNM
- Foster leadership at UNM and in the community
- Partner with UNM shareholders in efforts aimed at improving UNM Staff well-being

The Staff Council hosted several events including: Staff as Students, LOBORrito (on north and main campus), Gerald May Award Ceremony, and the Book Exchange (on north, main, and south campus), Staff Appreciation Luncheon, which was a huge success. During FY 16 the Staff Council presented the very first Outstanding Supervisor Awards. The Staff Appreciation index had a carryforward of \$2,668 into FY 16 which was listed in the COR for catering expenses in FY 16. All of the carryforward will be expended for staff appreciation events or annual award programs. The General Operating index had a carryforward of \$2,588 into FY 16 which will be also be used for catering expenses or other miscellaneous expenses related to staff appreciation events or annual award programs.

## II. OVERVIEW

The UNM Staff Council serves as the voice for staff in shared governance at the University of New Mexico by conveying information and making recommendations to the President and Board of Regents regarding interests and concerns of staff. The Staff Council is organized as a collective voice, which fosters a spirit of unified community and encourages the exchange of ideas and concerns in supporting the mission of The University of New Mexico. Over the past year, the University of New Mexico Staff Council has engaged in several campus-wide activities that enable us to represent our constituents and help make effective institutional changes to improve the quality of life for staff. These activities included:

- Strategic Planning Implementation
- Leadership Training
- Branch Campus Liaison
- Staff Engagement Events

## III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

- Staff Council website upgrades
- Establishment of formal Branch Campus liaisons
- Presentation of Outstanding Supervisor Award which is permanently funded by the President, Provost, Chancellor

- Implementation of Community Engagement Leave Policy for Staff
- Revision and update of Staff Council governing documents (Constitution, ByLaws, Election Code, Staff Councilor Handbook)
- Creation of Staff Councilor Engagement Committee
- Staff Engagement events
- Staff Appreciation events
- Staff Award programs

#### **IV. CURRENT PROJECTS**

- Tokens of Appreciation/Staff Council Stars: Internal Recognition Programs
- Implementation of Outstanding Supervisor Award Program
- Formal branding and marketing of the Staff Council with assistance from UCAM
- Staff Engagement events
- Staff Appreciation events
- Staff Award programs

#### **V. FUTURE PLANS/GOALS**

- Bring continued recognition and acknowledgement of staff's role in the academic, research, and healthcare mission of the University
- Recognition of individual staff through our awards programs
- Encouragement of staff to seek certifications, professional development, and degrees
- Providing staff the opportunity to meet with friends and co-workers at our Staff Appreciation events
- Continued engagement with staff to bring awareness of workplace issues, professional development and wellness
- Advocacy on behalf of staff at the New Mexico Legislature
- Professional Development/Leadership Development for Staff Councilors

#### **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

One full-time Administrative Officer is assigned to the Staff Council. There were no additional personnel appointments or separations during FY 15-16.

Appendix K



FY 2015-2016 Annual Report

## **Ticketing Services**

Submitted by:

Mark Koson, Director

[www.unmtickets.com](http://www.unmtickets.com)

## Mission and Vision

### Mission

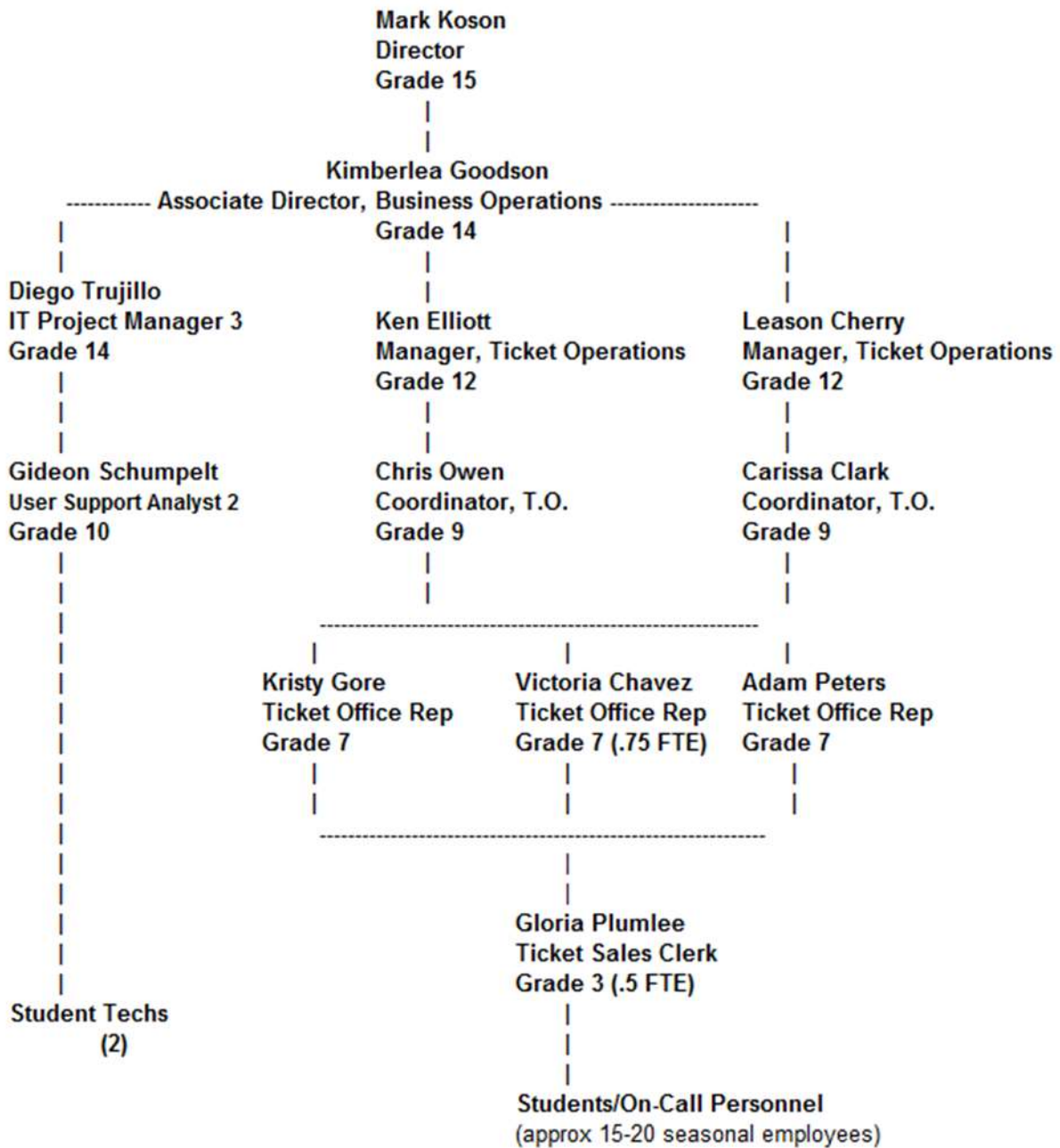
To continue as a proactive leader in the ticketing industry, provide the highest level of service to our customers, represent the University of New Mexico in the most positive manner possible and be the premier ticket source in the Albuquerque and Santa Fe area.

### Vision

UNM Ticketing Services strives to be known for: excellence in all facets of customer service, knowledgeable staff, financial stability, friendly and positive attitude, strong leadership, and active campus involvement.

Organizational Chart

**ORGANIZATIONAL CHART FOR TICKETING SERVICES**



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## **I. EXECUTIVE SUMMARY**

Revenue-wise, this was a top three year in the history of Ticketing Services. Service charge revenue was \$801,143. \$225,000 was contributed back to Institutional Support Services.

## **II. OVERVIEW**

Ticketing Services primary focus is providing full services to the UNM departments that ticket events. This includes Athletics, Popejoy Hall, and College of Fine Arts. Providing extraordinary customer service and being technologically current are ongoing obligations. Ticketing Services manages 400-500 UNM events annually. In addition, partnerships with Expo New Mexico and Albuquerque Convention Center have further enhanced the business model.

## **III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS**

- Balanced budget for 18<sup>th</sup> consecutive year
- Third highest service charge revenue for a fiscal year
- Partnered with Expo New Mexico on State Fair for fourth consecutive year
- ISS contribution of \$225,000
- Contracted with Best Union to continue usage of the Enta software

## **IV. CURRENT PROJECTS**

- Building project list for web enhancements, which will be implemented in FY 18

## **V. FUTURE PLANS/GOALS**

- For the long-term success of Ticketing Services, adjustments to organizational chart will be evaluated
- Ongoing strategies to add technological upgrades

## **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

- Leason Cherry was appointed Manager, Ticket Operations, effective May 1, 2016
- Carissa Clark was appointed Coordinator, Ticket Office, effective May 28, 2016
- Adam Peters was appointed Ticket Office Representative, effective June 25, 2016
- Kimberlea Goodson retired, effective June 30, 2016
- Gloria Plumlee resigned, effective June 30, 2016



Appendix L



FY 2015-2016 Annual Report

**University Club**

Submitted by:

Amanda Gerard, University Club Manager

<http://universityclub.unm.edu>

## **Mission and Vision**

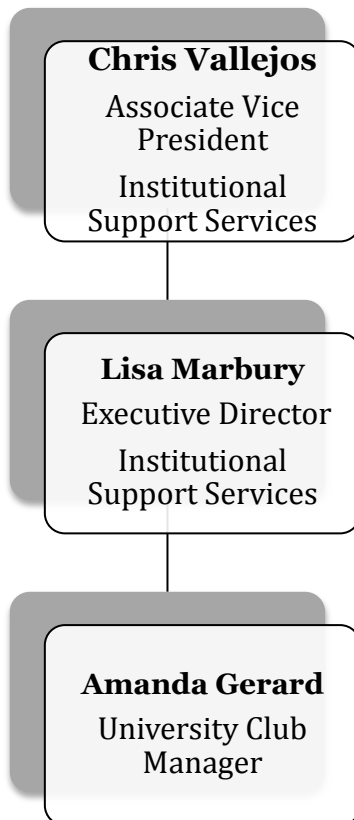
### **Mission**

The University Club's mission is to deliver outstanding products, services, and experiences to our members and guests in a relaxing and inviting environment.

### **Vision**

The University Club's vision is to encourage social wellness across campus by providing a comfortable setting to exchange ideas, collaborate, and enhance our campus community.

### Organizational Chart



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## **I. EXECUTIVE SUMMARY**

The University Club continues to make improvements through amenities, services and processes. The Club operated with an \$83,000 budget and began the year with \$54,238 in reserves and ended the fiscal year with \$73,903 in reserves. The University Club will operate without the use of a \$40,000 supplemental transfer to cover management salary for the first time this year. The club will use increased revenues and a budgeted use of reserves to support operating costs. The University Club has continued to diversify its revenue streams to include sources other than member dues specifically focusing on increasing rentals for private events. The Club has also added new products as well as improved the current offerings.

## **II. OVERVIEW**

The University Club brings the faculty and staff together in a unique, neutral setting. By enabling faculty and staff to get to know one another away from what may be characterized as the sometimes limiting atmosphere within one's own department, relationships may be strengthened and common goals forged.

Faculty and staff from across campus have the opportunity to congregate and exchange ideas in a quiet, comfortable setting. These interactions may result in interdisciplinary activities that ultimately may even extend beyond faculty or staff members to include graduate students working together across disciplines. Achieving inter-disciplinary relationships is a goal that the University has been striving towards. The Club provides an open and stimulating environment for encouraging such cross-disciplinary collaborations. It can also serve as a relaxed environment for staff to network and become aware of new professional opportunities on campus. New employees who wish to meet others outside of their department now have a place to socialize on campus; young faculty and staff who wish to exchange ideas with other junior or senior faculty/staff who are outside their areas of expertise are afforded the opportunity to do so. More seasoned faculty/staff have the chance to share ideas and to socialize in a space devoted singularly to open exchange. These opportunities for interactions between faculty and staff enhances the sense that one belongs to an active, vibrant, and creative academic community.

## **III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS**

The club continues to grow as a top choice for special events and receptions on campus. We have seen another strong increase of rentals in the past year. We have been committed to delivering a very attentive level of service throughout the planning process as well as event execution. The club has built a strong reputation for delivering excellent service that has given us many return events as well as new clients through positive word of mouth.

The University Club has improved its online resources and communications. We have focused on creating newsletter and web content that allows for better usage by our membership as well as being able to capture more feedback to help us better serve the campus community. We are featuring a new weekly newsletter as well as a new website to coincide with the UNM web template modifications and our rebrand from last year.

Quality of food and beverage has been improved by working closely with Chartwells to come up with products that are attractive to our members and guests. We have made it a priority to provide delicious, quick meals at a great value that are unique to our venue. We have implemented a new tiered pricing system for our food and beverages to reward and incentivize membership to the University Club.

The University Club made updates to the conference room this year. Meeting room amenities were added to complete our project from the previous year. The conference room is now complete and offers an executive style meeting space that may be utilized by members and rented to nonmembers.

#### **IV. CURRENT PROJECTS**

The University Club is currently campaigning to forge relationships with departments that will increase usage and memberships. The club will seek to market itself to HSC, particularly for memberships, capitalizing on its proximity and offerings not found on North Campus. Overall, membership maintenance and increase is our most important focus in the current fiscal climate affecting campus.

#### **V. FUTURE PLANS/GOALS**

Our future initiatives are to continue to grow our membership base through implementation of strategic incentives as well as maintaining an active and vibrant environment for members. We will continue to have regular member events as well as recruiting events.

We will also continue to drive event revenues with focus on early week and weekend events to increase sales during our off peak days and times.

#### **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

There no were personnel appointments or separations.

Appendix M



FY 2015-2016 Annual Report

**UNM Dining and Food Services**

Submitted by:

Timothy Backes, Associate Director of UNM Dining & Food Services

<http://www.dineoncampus.com/unm>

## Mission and Vision

### Mission

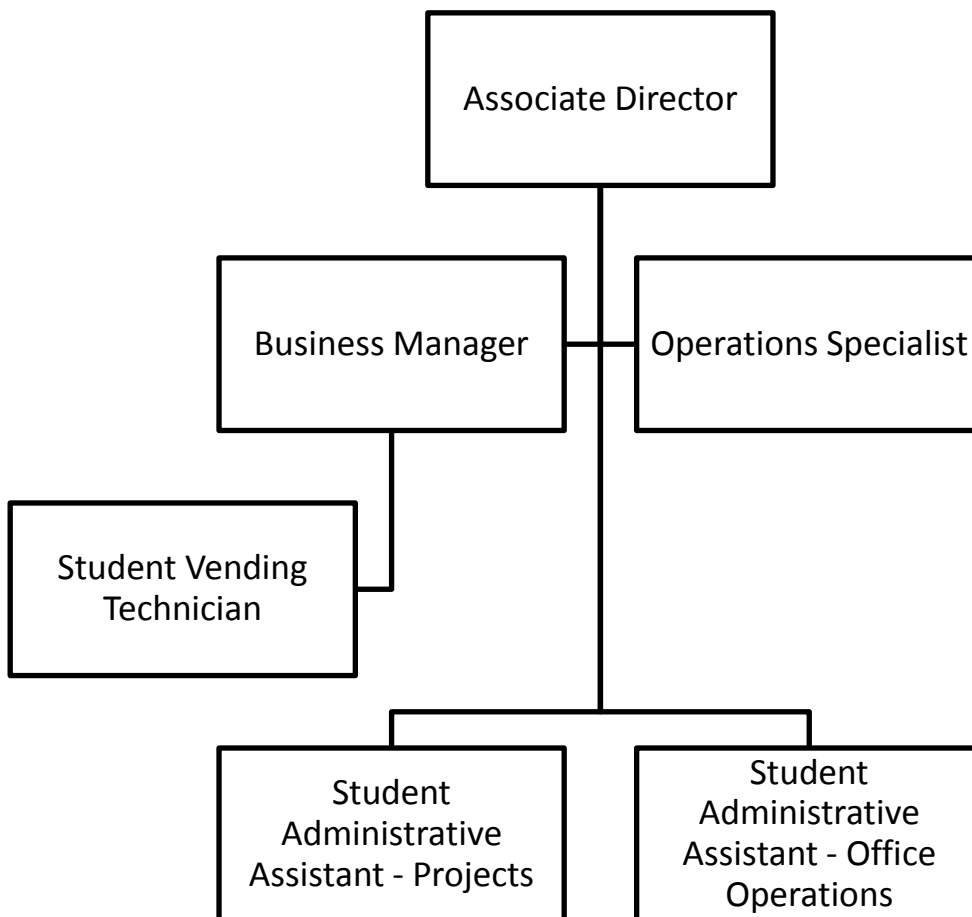
The University of New Mexico's Dining & Food Services Department is committed to providing an exceptional dining environment while ensuring quality food that addresses diverse nutritional and cultural needs.

### Vision

UNM Dining & Food Services is an inclusive and creative food service program that supports academic success and builds a community environment within the University. We are known for offering diverse food options of high quality, while utilizing locally grown and produced products. We strive to offer the finest dining experience across higher education, which will enable us to remain a premier account within the collegiate food service industry. Whether our customers prefer our various retail outlets in the Student Union Building or across campus, the La Posada Dining Hall, Catering or Vending Services, we leave them with a positive experience that is unforgettable.



### Organizational Chart



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## **I. EXECUTIVE SUMMARY**

FY 15-16 was our bridge year under our new contract after the RFP process was completed within the previous fiscal year, and with the contract negotiations behind us, our focus has been on creating win-win situations with our Contractor and addressing the need for quality food service on campus as a united team. The Chartwells Management team has undergone changes from the regional level, down to the granular unit-manager level just prior to the beginning of this reporting period. These changes, now settled in and functioning, have helped us make tremendous strides in a stronger and more collaborative working relationship with our Contractor.

The department's primary revenue source remains to be commissions received from Chartwells. We rely on cost management and the consistent monitoring of our cost centers and units in order to strategically plan for profitability and the strengthening of our capital investments. The financial components of our contract negotiations with Chartwells in the reporting period were all based on optimizing return to the University by way of guaranteed commissions, a profit-sharing provision, capital spending, and accurate reimbursable payments that reflect actual spending in equipment repair, equipment replacement and utilities; these reimbursable structures were negotiated in the best interest of the University based on a thorough historical cost analysis by our team.

## **II. OVERVIEW**

The UNM Dining & Food Services Department's primary role is to manage the Food Service Contract with Chartwells. By planning in conjunction with one another, we are able to maintain a shared goal of service and growth. We use our contract as a guidebook to our day-to-day functions and operations with Chartwells and to decrease role ambiguity between parties, but our collaboration and teamwork that exists above and beyond our contract roles allows us to be entrepreneurial and make better ROI-based decisions. Our contract-relationship includes provisions that makes Chartwells' success mutually beneficial for UNM, and we work on a strategic vision in order to best poise both parties for success.

When both parties succeed, the result manifests in UNM's dining program existing as a signature account that should be a model for other schools to follow. Chartwells has agreed to take on the challenge of becoming a signature account, which will contribute to the success of UNM as a whole. A thriving dining program positively contributes to both recruitment of new students and the retention of current students.

## **III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS**

In FY 16, the UNM Dining & Food Services Department conducted an overhaul of our department's processes. We currently operate with a balanced scorecard that is graded monthly by the Associate Director in order to track Chartwells' performance on their responsibilities to our shared goals. We also now regularly conduct Chartwells sales analysis to be better partners in understanding the production and contribute to the business decisions that drive sales for them. Our donation request and goodwill contributions have a new system that is streamlined and effectively

tracks our activity while encouraging attention to how the contributions can be used for relationship building.

UNM Dining & Food Services completed capital projects that were integral to the food service program in FY 16:

- **Med II Renovation:** After meeting with stakeholders at North Campus and conducting focus groups in conjunction with UNM Chartwells Marketing, the Med II Grill was renovated and opened with an updated menu and new look on January 11, 2016.
- **Twisters in the SUB:** After Garcia's departure from the Student Union Building, the transition to Twisters occurred over winter break and opened on time and under budget on January 11, 2016. This project was notable due to the short turnaround time required to ensure that service was operational through the end of the Fall Semester.
- **Freshbox:** UNM's shipping container-inspired retail location was a project that was in heavy demand by students on the Southwest side of campus, specifically from the Engineering Neighborhood. The Freshbox also provides an extra option for UNM Dining Club Member's to utilize their meal plan swipes.
- **The Championship Golf Course Grill** was renovated with a menu upgrade that now equips the course to offer elevated dinner service with china and linen.

The Meal Plan Management and Billing systems required attention throughout the Fiscal Year; by conducting CBord/HMS/PCS training across all functions that touch the system, our department was able to troubleshoot problems that made reconciling and analyzing meal plan data difficult in the past. Standard Operating Procedures were put in place to ensure that stakeholders from the Lobo Card Office, UNM Dining & Food Services, Chartwells, Casas Del Rio and UNM Housing all could effectively improve the Meal Plan Program from the back-end outward.

Our newly negotiated contract with Chartwells also resulted in the availability of scholarship funds for UNM to distribute in conjunction with Chartwells. In FY 16 we were able to provide significant contribution to Student Athletes that are pursuing Post-Graduate education. Chartwells also helped us to hold a luncheon for the two recipients in order to get to know them better and equip them with knowledge of our programs so that they could be ambassadors for the program on our behalf.

Our department is very active in our national professional organization, the National Association of College and University Food Services (NACUFS) and in the reporting period invited Chartwells to become more involved as well. For the first time in 20 years, UNM's own chef Christophe Descarpentries was selected to compete at the 2016 Southern Region Culinary Challenge after submitting an original recipe. This honor is a testament to the dedication to excellence that our strengthened partnership facilitated in FY 16.

#### **IV. CURRENT PROJECTS**

The UNM Dining & Food Services team is in the process of finalizing design plans for the complete overhauled renovation of La Posada Dining Hall. We have worked in conjunction with UNM Planning, Design & Construction, Chartwells, as well as our outside architects Vigil & Associates on desired alternatives in relation to budgeted figures. A project of this size has many stakeholders; we

have been working to ensure that choices are made based on the most optimal return and what will serve the future members of the UNM Dining Club best.

Part of this work includes fortifying our relationships with student leaders in UNM Housing – a population that has been and will remain a key customer base to our dining program. We have sponsored a new RA Appreciation Luncheon that was hosted during their training in order to build rapport with the group and let them know that our team as well as the Chartwells management team want to hear from them on how best to serve the members of the UNM Dining Club. We also are working with Chartwells Marketing to create feedback mechanisms that empower members of the RA/RHA communities at Casas Del Rio and UNM Housing to speak to our team on behalf of their fellow resident community.

Even though they were created in FY 16, we are already finding opportunities to enhance our established Standard Operating Procedures with respect to:

- The Meal Plan Billing and Management program.
- The Facilities and Equipment Repairs system in place between SUB Maintenance, Chartwells, UNM Dining & Food Services, and key vendors in the area.
- The structure by which commissions are paid by us to other UNM Departments that host food locations within their property/buildings.
- Community outreach and sustainability efforts conducted by Chartwells and championed through our partnership; this includes the implementation of a newly chartered Food Recovery Network and TrimTrax program to decrease the amount of wasted food as a result of our food services program.

## V. FUTURE PLANS/GOALS

UNM Dining & Food Services will continue to invest in capital improvements that enhance the dining program for all of our stakeholders and customers on campus. We are planning on refreshes for retail locations that require corporate-driven renovations, such as Starbucks at Zimmerman Library serving hot food and Chick-Fil-A offering an expanded menu. We also plan to make improvements to the UNM University Club, Outtakes locations across campus and see our major renovations at La Posada Dining Hall come to fruition.

Catering Services is also an opportunity for growth in the future. We want to leverage the benefits and skills of UNM Chartwells Catering in order to provide stronger outreach and education to UNM Departments in order to drive sales. Additionally, we know that Chartwells has an opportunity to capture service to the general public with external sales, which is a market that has been largely untapped. We want to empower UNM Chartwells Catering to seek being featured on preferred catering lists across town and continue to gain more UNM customers by providing quality and consistent service.

The University of New Mexico was selected to host the 2017 Southern Regional Conference for the National Association of College and University Food Services (NACUFS). Our department will be working on the production of the conference with assistance from Chartwells, the Santa Fe Visitor and Convention Bureau and National NACUFS staff to make the conference a success and highlight the components that make us a signature collegiate food service account.

## **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

The Dining & Food Services Department is comprised of three Full Time Staff Members and three Student positions. The Business Manager, in addition to financial and personnel duties outlined in the job description, also manages the Student Vending Technician that oversees the Pepsi and Sandia (food) vending machines and call in refill orders. The other two students assist with special projects and day-to-day office operations.

There were no personnel appointments or separations.



## FY 2015-2016 Annual Report

# Planning, Budget, and Analysis

Submitted by:

Andrew Cullen, AVP

<http://budgetoffice.unm.edu>

## Mission and Vision

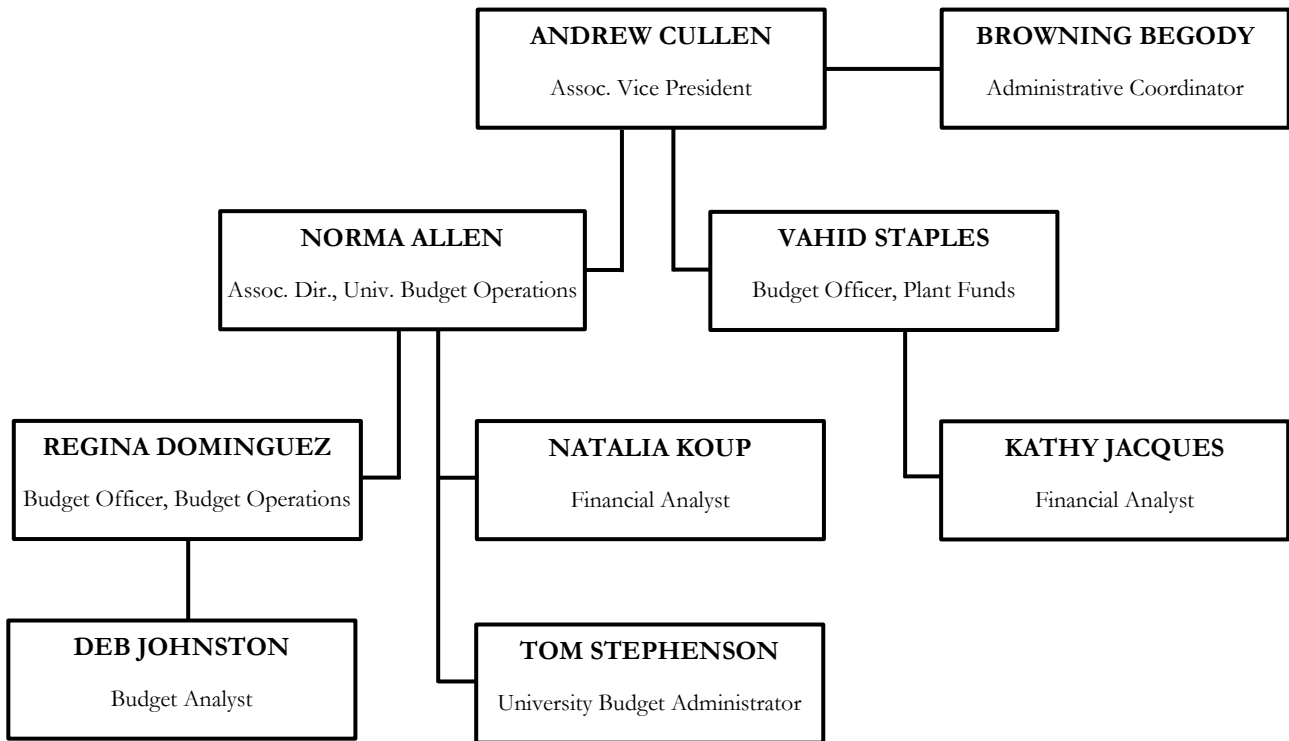
The mission of the Office of Planning, Budget & Analysis (OPBA) is to effectively plan and manage UNM's fiscal resources in support of the University's mission of teaching, research, patient care, and community service.

The office works with UNM's academic and administrative departments to ensure accurate, efficient, and successful budget planning, implementation, and reporting practices across all campuses.

We support the central administration and schools, colleges, and departmental priorities by identifying, projecting, allocating, and managing resources available for operating and capital expenditures, and work with state and local governments to ensure the effective management and use of appropriated resources to meet the stated goals of access, affordability, and quality for New Mexicans and out-of-state and international students.



### Organizational Chart



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## **I. EXECUTIVE SUMMARY**

Along with the day to day operations of the Office of Planning, Budget & Analysis (OPBA), at any given time, the office leads numerous University-wide initiatives. Most notably, the initiatives include projects that are at the forefront of President Frank's UNM 2020 Strategic Plan. They build upon efforts both central to the University's teaching and research mission, including identifying budget efficiencies and academic investment opportunities that will stimulate revenue production, and outside the University's boundaries, as UNM leads the Innovate ABQ initiative on behalf of City and State government to stimulate economic growth in New Mexico.

Central to the stewardship of the University's assets, the OPBA finalized and put into production several reports for the "Tuition Share" initiative, which builds upon the newly acquired WebFOCUS reporting tool. These reports will ultimately be used to allocate tuition revenue according to Student Credit Hours (SCH) produced, tying this critical revenue source to actual production. This metric driven process was effectively used in absorbing a revenue shortfall that resulted from a decline in student enrollment. Additionally, the OPBA lead the effort to effectively absorb another State budget reduction that minimized any impact on student and/or academic support. The implementation of these mid-year budget reductions enabled UNM to develop the FY 17 base budget from a balanced prospective, which allowed for additional investments in critical student centric programs and/or initiatives.

In partnership with Signet Enterprises, the Innovate ABQ developer, UNM lead an effort to construct a 160,000 sq. ft. mixed use facility that will house the University's Science & Technology Corporation and Innovation Academy. In addition, floors two through six will provide approximately 310 beds for UNM Graduate and Innovation Academy students. This initial project will serve as the cornerstone for the Innovate ABQ initiative by activating the site for future development opportunities.

The OPBA reduced its operating budget significantly during FY 16 to address revenue shortfalls associated with State Appropriation reductions and tuition and fee shortfalls due to enrollment declines. Specifically, two FTE positions became vacant during the year with one individual leaving the University and another taking advantage of a promotional opportunity within the College of Arts & Sciences. The two positions eliminated resulted in a net budget reduction/savings of \$37,000. The balance of the salary savings were used to give merit salary increases to those individuals within the office who assumed additional duties and responsibilities related to the vacant positions.

## **II. OVERVIEW**

The OPBA plays a critical role in driving fiscal policy at the University of New Mexico by following through on its responsibility to allocate Instruction & General (I&G) resources to campus constituents. Although the I&G budget comprises a relatively small percent (approximately 12%) of UNM's overall budget, it is the I&G budget that drives most other non-I&G functions since it financially supports the core instructional budgets of the University. Examples of policies which have been implemented as a result of the OPBA leadership include the categorization of reserves

and the allocation of State Appropriations and Tuition & Fee revenues based upon defined performance outcomes.

The OPBA oversees the issuance of debt to fund facility construction and renewal. These capital projects greatly enhance the student learning experience through the construction of state of the art classrooms and research labs that foster faculty research. The OPBA's careful administration of the University's debt program has allowed UNM to maintain its strong AA2 Bond rating, resulting in lower borrowing costs. Along with its debt management function, the OPBA oversees the University Investment Management program, maximizing investment returns which are used to supplement the I&G budget.

Since the 2008 recession, the OPBA effectively managed several budget reduction exercises that have avoided large reductions to budgets that directly support student success. This effort has been central to the University's ability to increase student success metrics, such as third semester retention and six year graduation rates, while minimizing tuition and fee increases. As a result, UNM's tuition and fee rates remain the lowest amongst its peers, keeping a college education at the State Flagship University attainable for most New Mexico residents.

### III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

#### Budget Operations and Project Support

The staff on the Budget Operations and Project Support Team works continually each day on budget revisions submitted through the approval queue, tuition and fee projections, pooled fringe account projections, and other various analyses. Annually, the staff is heavily involved in building the New Year budget scenarios, schedules, and legislative tracking reports when the legislative session and budget season starts. In addition, we gather budget data and prepare schedules on an on-going basis for Executive Management, Regents' presentations, and external and internal entities.

- Budget Systems and Higher Education Department (HED) Reporting:
  - We have 3 budgeting systems that we train departments to use each year. The operations team spent countless hours testing the systems because of Banner, WebFOCUS and ODS upgrades, training end users, reviewing and reporting the data, and meeting with departments regarding their projections. The systems include:
    1. Budget Planner
    2. Mid-Year Reviews/Projections System
    3. Categorization of Reserves
  - By law, we are required to report to HED our New Fiscal Year and Current Revised Budget and Year End Report of Actuals (ROA)
- Process Improvements related to reporting:

- Successfully converted all the branch campuses to use the HED WebFOCUS reporting format for the New Fiscal Year and Current Revised Budget submission
- Successfully automated processes that reduced manual loading of information for the Main and Branch Report of Actuals
- Successfully implemented the Hiring Review Process (HRP) for the EVP for Administration. The Budget Operations and Project Support Team assumed new duties and responsibilities in the area of vacancy review. This team is responsible for reviewing all unrestricted vacancies within the EVP for Administration area
- Successfully worked with Human Resources Information Technologies (HRIT) to create and refine position vacancy report
- Successfully implemented new procedures and processes to clean up position information so position vacancy reports reflect more accurate, timely information
- Successfully completed the OPBA's website re-design, resulting in a more modern, user-friendly website

### **Plant Funds and Investment Support**

- Yearly Budget Cycle:
  - The OPBA staff works each day on capital budget revisions submitted through the approval queue and various analyses
- Bond Refunding
  - Successfully refunded the majority of the 2007A and 2007B Bonds and issued \$55,000,000 in new bonds. As a result, UNM will recognize savings through a reduction of its total debt service payments and the new bonds will allow for much needed renewal and expansion on campus
  - Assisted the Gallup Branch in the refunding of their 2006 and 2007 Bonds
  - Assisted the Valencia Branch Campus in the issuance of new bonds
- Worked with various outside entities including First Southwest, Modrall Sperling, JP Morgan, G.K. Baum, and U.S. Bank on the refundings and new bond issuance
- Reaffirmed the University's credit rating. As part of the process of refunding the bonds referenced above, the University had to go through a thorough financial review by the rating agencies: Moody's and Standard and Poor's
  - Successfully reaffirmed UNM's Aa2 and AA ratings, respectively

- Per statute, we reported our New Fiscal Year and Revised Budgets and Report of Actuals for all Plant Funds to HED
  - The OPBA worked with Health Science Center and the Branch Campuses to pull together and ensure consistency on all submitted plant information
- Successfully implemented a Guaranteed Investment Contract (GIC) for the proceeds of the 2016 A&B Bonds; the GIC will earn interest which can then be used for UNM's capital needs

#### **IV. CURRENT PROJECTS**

##### **Budget Operations and Project Support**

- FY 18 Budget Scenario and Budget Reduction Strategies
- Academic and Administrative Prioritization Project
- Scenario development to absorb State and/or tuition & fee revenue shortfalls

##### **Plant Funds and Investment Support**

- Bond Refunding and New Issuance
  - OPBA is working on refunding the remaining 2007A and 2007B Bonds as well as issuing new bonds. Once this process is complete, the University will recognize additional savings in the amount of debt service it is required to pay. The new bond proceeds will be used for the following two projects:
    - Physics, Astronomy and Interdisciplinary Sciences (PAIS)
    - Smith Plaza – Infrastructure and Renewal
- Continue review of commercial deposits (CDs) laddering approach for UNM Bond Renewal and Replacement funds as well as STC Building Renewal and Replacement reserves. The Certificates mature and as they do, the OPBA evaluates new CDs that are appropriate, in terms of maturity dates and yield

#### **V. FUTURE PLANS/GOALS**

##### **Budget Operations and Project Support**

- Streamline approval queues and reporting processes

##### **Plant Funds and Investment Support**

- Work with the Planning, Design and Construction Department to ensure cost effective implementation of the capital projects associated with the new bond issue
- Review debt service portfolio after refundings and new issuance complete

- Review investment portfolio to try and identify any potential areas where increases in interest yield can be attained within the Investment Policy parameters

## **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

### **Personnel Appointments:**

There were no personnel appointments during FY 15-16.

### **Personnel Separations:**

Thu Doan, Accountant 1  
Andrew Walker, Professional Intern

### **End Date:**

October 9, 2015  
July 8, 2015



## FY 2015-2016 Annual Report

# Police Department

Submitted by:

Kevin McCabe, Chief of Police

<https://police.unm.edu/>



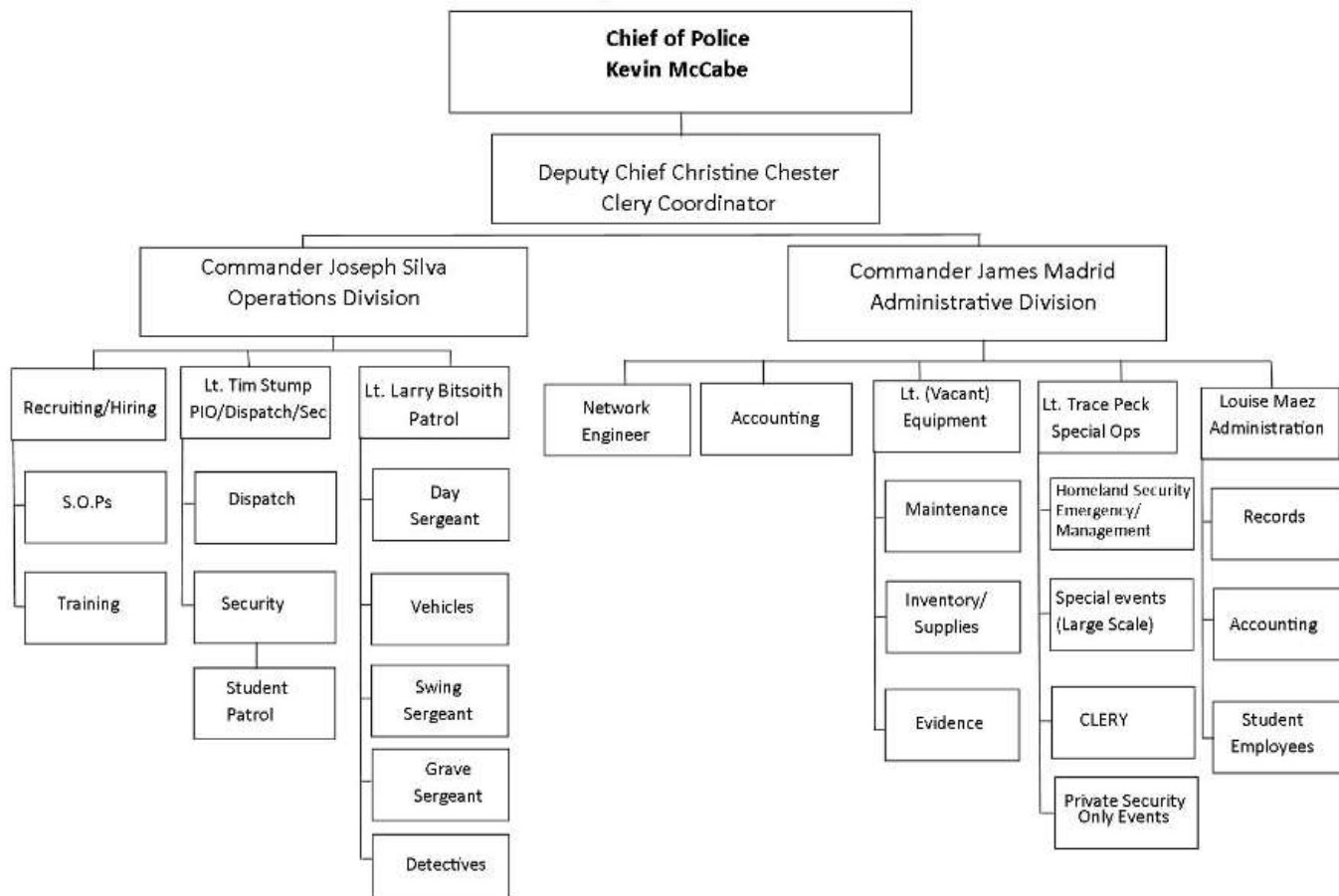
### **Mission and Vision**

To provide the University of New Mexico (UNM) with exceptional police services for the preservation of human rights and the protection of people and property.

These services will be provided with an emphasis on proactive measures, minimizing the need for reactive responses.

We will strive for positive interaction with outside agencies and maintain a strong, cooperative relationship with the community by respecting differences and fostering a better understanding through communication.

### Organizational Chart



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## I. EXECUTIVE SUMMARY

The University of New Mexico Police Department (UNMPD) has an operating budget of \$2,976,780.00. In the past 6 years labor expense has accounted for 90% or more of the total operating funds for UNMPD. In the upcoming fiscal year the budget will see a reduction of 10% in response to university wide budget concerns. To help offset the reduction and operating expenses, salary savings are used but this is dependent on employee turnover which is unpredictable. The most significant event that took place at the Police Department during the fiscal period of FY 2015-2016 was the release of the Department of Justice report of UNM's handling of student reports of sexual harassment, including sexual assault. The report identified training issues UNMPD must focus on in order to improve our response and comply with DOJ. The DOJ requires training for all first responders to incidents of sexual assault and domestic violence on evidence-based, trauma-informed investigative techniques along with training in gender bias and neurobiological effects of trauma on the brain. UNMPD is developing training to address the areas of identified by the DOJ report. All officers will be required to attend the training. The other area of significance dealt with revising the Department Standard Operating Procedures (SOP). The SOP contains the written directives personnel are required to follow and was in need of updating to ensure UNMPD is following the national standards and practices of departments nationwide. I will discuss how the department has reacted to each of the issues in some detail.

## II. OVERVIEW

The Department of Justice (DOJ) issued a report in April 2016 pertaining to UNM handling of students reports of sexual harassment, including sexual assault. The reports identified certain areas in which advanced training for UNMPD officers was necessary. The DOJ is requiring that all officers who respond to or investigate allegations of sexual assault and domestic violence receive training on evidence-based, trauma-informed investigative techniques. The training will also need to include neurobiological effects of trauma on the brain, how to identify drug and alcohol-facilitated sexual assault, effective report writing and evidence gathering. DOJ also required that UNMPD put into place written protocols which require all responding officers to receive this training annually. Additional training pertaining to recognizing and eliminating implicit and explicit gender bias in policing is also required.

In response to the request made by the DOJ, UNMPD took several steps to ensure we are in compliance. The first step was to seek out and obtain specialized training for all of our detectives who are assigned to the SMART (Sexual Misconduct Assault Response Team) Team. SMART Team members are responsible for investigating incidents of sexual assault. SMART Team members attended Forensic Experiential Trauma Interview and Neurobiology of Trauma: Strategies for Investigations of Sexual Assault Cases, Strategies to Prosecute Sexual Assault Cases in NM and Community Professional Sexual Assault Response Training. The training speaks directly to the requests made in the DOJ report. This new training will greatly improve UNMPD's ability to respond effectively to incidents of sexual misconduct and assault.

The next step taken is to utilize the SMART Team to train and educate all sworn UNMPD officers who respond to incidents of sexual misconduct and assault as part of their patrol duties. The training will be conducted by SMART Team members and will include the topics listed above which were identified in the DOJ report. A Pre and Post Test will be given to quantify the knowledge attained in the training to evaluate how well officers retained the information.

The next significant initiative taken by UNMPD was to revise the Department SOPs. The SOPs contain written directives that provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties. The SOPs contains General Orders, Law Enforcement Orders, Special Operations Orders, Administrative Orders, and Training Orders that are in full force and effect until amended or rescinded by the Chief of Police. The revision is significant because it relates to the DOJ investigation. The DOJ focused on our training in responding to certain incidents, how well the incidents are investigated and if victims are being treated appropriately by officers. Revising the SOPs allowed us to review all of our polices dealing with call responses, proper investigations, evidence collection, and officer conduct to name just a few areas covered by the SOPs. UNMPD contracted with an outside agency, Criminal Justice Consulting and Training (CJCT), who specializes in writing policy and procedures utilized by nationally accredited law enforcement agencies standards, to assist in the revision. CJCT reviewed each SOP section to determine if our policies are consistent with best practices being followed nationally by law enforcement agencies. The revision identified areas in which we were lacking policies requiring new policies to be written. The SOP revision began in Fall 2015 and is set to be completed by November 2016. The revised SOPs will contain written directives related directly to the DOJ report and officers are held accountable if they fail to follow the SOP directives.

UNMPD is currently staffed with 33 officers assigned to patrol campus 24/7. In supporting roles there are 6 security officers and 3 student patrol officers. The department responds to approximately 25/30 calls to service a shift which consists of an area of 8 square miles, 300 buildings, and over 25,000 students. UNMPD is adequately staffed to handle the calls for service each day but a common request by the campus community is to have an increased overall presence of officers on campus. In order to properly address this complaint, we would require more officers. Increasing personnel would require a considerable budget increase. To address these concerns now, officers patrol the campus at all times utilizing foot patrol and bicycles for greater visibility and contact with students. Officers conduct daily building checks in the evening hours for unlocked doors or subjects who are not authorized to be on campus during these times. During FY 2016, UNMPD responded to 24,936 calls for service. Of those service calls, 59% were self-initiated by officers during routine patrol. During the same period in FY 2015 the department responded to 23,394 service calls with 56% of them being self-initiated by officers on routine patrol. This serves to illustrate the work being done by officers in regards to patrolling the campus and the commitment to making the campus a safe environment for everyone.

UNMPD continues to takes an active role in various committees throughout the University to increase communication and development of positive relationships which extend beyond the

department. The committees include LOBORESPECT, Clery Steering Committee, SMART, Student Counsel, Emergency Management Response, Compliance Committee, Minors on Campus, and Security Task Force (created to address finding in Pilgrim Report). By participating in these meetings and several more the department expands its footprint around the campus without increasing the number of officers employed. The use of online police reporting continues to impact the University positively. In FY 2015-2016 online reporting was responsible 324 reports saving 486 man hours and approximately \$16,200.00 in costs if officers responded instead of having online reporting.

All sworn personnel now receive Title IX training annually and all officers assigned to patrol are trained in Crisis Intervention Training (CIT). This is a weeklong of intense training on how to respond to individuals in crisis and equip officers with the tools to try and resolve the situation peacefully and successfully.

### **III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS**

- Revision of Department Standard Operating Procedures
- Online reporting received 368 reports, saving approximately 552 man hours and \$18,000
- Global Threat Response Initiative (GTRI) alarm response and training
- Crisis Intervention Training of all officers in responding to individuals in crisis
- Creation of Security Task Force (Law enforcement works together with Physical Plant, Alarms and IT in developing safer environment on campus as relates to remodeling and construction)
- Active Shooter Training for all Sworn Officers. Eight hour training block was developed by UNMPD to train officers how to respond to active shooter. Training was recognized by the New Mexico Law Enforcement Academy for other agencies to utilize

### **IV. CURRENT PROJECTS**

Training of sworn personnel is a major focus. The command staff is working on the development and implantation of advanced training for all officers to meet the mandates of the DOJ report pertaining to sexual assault and domestic violence. This training will be completed by December 1, 2016. UNMPD has scheduled a 4 hour refresher training block for active shooter in which all officers will be required to attend in July/August 2016 to reinforce the more enhanced training received in 2015. UNMPD is sending 19 members of UNMPD to Oakridge, TN Y-12 Complex for alarmed response training to better prepare us in case of attack on one of the University's radiological sites. This training is very important since these locations could be targeted by terrorists. The training is a week-long and funded by the federal government.

The final project to be recognized is SMART Talks which is being conducted by UNM SMART Team. The team contacts different groups that make up the campus community and discuss sexual assault, how police respond, how to prevent them, and how students can play an active role in

reducing campus sexual assaults. The intent of the project was to get student input and for SMART Team members to learn from the students their perception of the issues and how we can work together to make it a safer campus.

## **V. FUTURE PLANS/GOALS**

UNMPD intends to address the radio communications upgrade that has been in the planning for the past three years. UNMPD radio communications system operates off of the City of Albuquerque Police Department's 800 MHZ system. In the process of upgrading our communication system it was learned that the City was also in the process of going to a new communication system. Before we are able to move forward, UNMPD must standby until we learn what system will be used by the City in order for us to remain interoperable.

UNMPD still seeks a goal of 50 officers that was approved previously but put on hold due to budget restraints felt by all University departments during the recession. The addition of almost 2,000 residential students who live on campus 24/7, the anticipated growth of the Cesar Chavez corridor with commercial businesses, and the increasing requests being made for police services due to the heightened awareness of active shooters, sexual violence, large scale protesting, and terrorism is making it difficult for UNMPD to keep pace. Presently, UNMPD does not have the level of staffing, equipment, and facilities necessary to ensure success of the current growth of residential life and the anticipated growth of south campus.

UNMPD is currently housed in Hokona Hall and as we grow, space is becoming a concern. The men's locker rooms are at full capacity. A facility with the space to accommodate locker rooms and a larger communications center in which we could incorporate a state of the art central monitoring station for CCTV would improve the department's effectiveness. An Emergency Operations Center should also be included in the planning. The Emergency Operations Center should include the ability to a command center for all special events taking place on South Campus regarding athletics. Currently, the command post is located inside each of the athletic events. Ideally, a command center either fixed or mobile would be more effective and separate the command operations from the event. This would prevent the command operations from being disabled or damaged if an attack or natural disaster occurs to either of the stadiums.

The space and equipment we currently have is inadequate to handle such an event and it became very apparent during a recent activation. A new facility would enable planning to take place to meet the needs of law enforcement and an emergency operations center taking advantage of the state of the art technologies to enhance our response to an emergency.

## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

### Department Hires:

	<u>Hired</u>
1. Dominic Szabo – Security Officer	9/28/15
2. John Scott – Police Officer	11/2/15
3. Todd Mock – Police Officer	11/2/15
4. Ignacio Salgado – Security Officer	12/1/15
5. Lonnie Montoya – Police Dispatcher	3/28/16
6. Patrick Burk – Police Officer	4/16/16
7. Tomoyoshi Steward – Police Officer	5/16/16
8. Luis Arias – Police Dispatcher	6/20/16

### Terminations/Resignations:

	<u>Separated</u>
1. Robert Rush – Police Officer	Resigned 7/24/15
2. Jennifer Marquez – Police Dispatcher	Released on Probation 9/15/15
3. Adrian Tapia – Police officer	Resigned 9/18/15
4. Charlie Mirabal – Police Dispatcher	Resigned 12/2/15
5. John Baca – Police Officer	Resigned 12/4/15
6. Brandon Cordova – Police Officer	Resigned 3/25/16

## Current Staffing Numbers

### Sworn Personnel:

1. Command Staff: 7
2. Sergeants: 3
3. Officers: 28

### Civilian Personnel:

1. Administrative Staff: 5
2. Campus Security: 9
3. Dispatchers: 7
4. IT Unit: 2





## FY 2015-2016 Annual Report

# Policy Office

Submitted by:

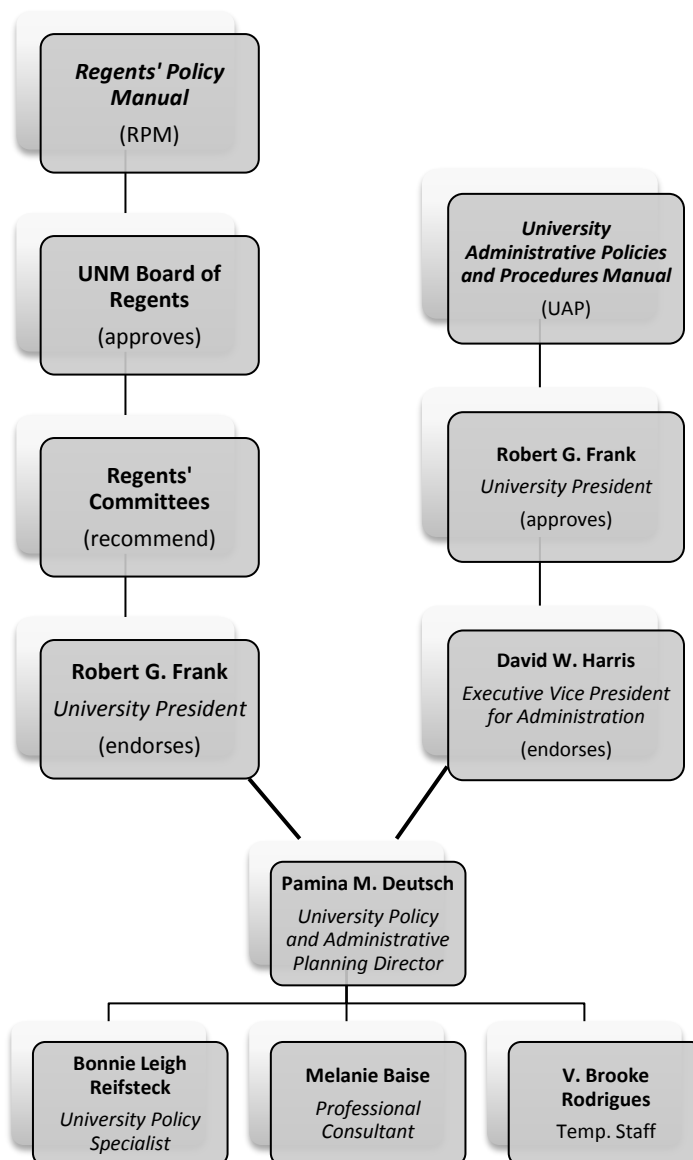
Pamina M. Deutsch, University Policy & Administrative Planning Director

<http://policy.unm.edu>

### Mission and Vision

The UNM Policy Office oversees the development, revision, and issuance of the Regents’ Policies and the University Administrative Policies, while serving as the official repository for historical and current versions of the policies. Through the policies, the office strives to mitigate risk, enhance efficiency, and promote compliance with laws and regulations.

### Organizational Chart



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## I. EXECUTIVE SUMMARY

The Policy Office's regular staff consists of a full-time Director, Pamina Deutsch, and a half-time University Policy Specialist, Bonnie Leigh Reifsteck. This academic year the office also employed a part-time temporary archivist assistant and an on-call professional consultant.

Sixty-four policies (twenty-one more than last year) were developed or revised, including several complex new policies and substantive amendments to existing ones. Notable among these were the Lactation Support Program, Recreational Drones, Minors on Campus, Transition to a Smoke- and Tobacco-Free Campus, and Clery Act Compliance policies, as well as a new Regents' policy on Guiding Principles. Nine policies related to Chrome River financial system implementation were approved and will go into effect in the next year, coinciding with the system's go-live date.

As part of its policy work and in support of other University initiatives, the Policy Office facilitated or otherwise participated in well over a dozen committees and task forces, on such diverse topics as, Title IX, recreational drones, loss prevention and control, institutional compliance, Clery Act compliance, lactation support policy, accreditation, Regents' policy review, and smoke-free campus.

Since the consolidated Policy Office website was launched on February 28, 2013, the website has attracted many thousands of visitors and has consistently averaged 400 visitors each workday. Our Policy Office email listserv has grown to over one hundred subscribers.

The Policy Office budget for FY 2015-2016 totaled \$172,552 and was funded primarily by I&G allocation. Other than I&G funds and reserves, the budget includes a small amount of miscellaneous revenue that is reimbursement from the UNM Foundation for use of the Westlaw legal electronic database. The Policy Office has a trim administrative budget, with approximately ninety percent going to personnel costs. Other major expenses include subscription to Westlaw legal database for policy research and development, seminars and travel for professional development and policy topics, promotional items to advertise our website, IT maintenance, and office supplies.

## II. OVERVIEW

Founded in 1990, the Policy Office is responsible for developing, amending, administering, and issuing the policies in the University Administrative Policy and Procedures Manual and the Regents Policy Manual, each of which contains approximately 150 policies. Related to this work, the office maintains the official University website of all currently issued policies from these two manuals, and serves as a repository and archive for superseded versions of the policies. The office has a regular staff of 1.5 people: a full-time Director and a half-time Policy Specialist.

## III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

We continue to promote our Policy Office website among campus constituents. Google Analytics data show that in the period from July 1, 2015 to June 30, 2016, the website received 104,068 visits; 55,529 users; and an average of about 400 visits per workday. The average session duration is two and a half minutes. General spikes in usage were seen in August, November, and April, corresponding with public comment periods for University Administrative Policy and Procedures Manual policy drafts under review. Data show in the graphs below that while the number of

sessions remained roughly the same over the previous year, the percentage of new sessions increased slightly. The Policy Office also created an email listserv that individuals can join for important policy updates; that listserv has grown to over one hundred subscribers.



In policy development, sixty-four policy revisions or new policies were issued this year, as detailed below; this represents an increase of over twenty policies from the prior year. In addition to the issued policies, significant time was devoted to other policies during this period that at certain times appeared on the verge of being in final draft form and ready for campus review and comment, but which ultimately required further discussion and will be issued in the future.

### **Regents' Policy Manual**

In terms of policy development during this period, the following Regents' Policies were issued as new policies or amended versions of existing policies:

August 14, 2015

- 1.2 ("Structure of the Board of Regents")
- 2.18 ("Guiding Principles") – NEW
- 7.14 ("Risk Management and Insurance")

March 14, 2016

- 1.2 ("Structure of the Board of Regents")
- 2.16 ("University Counsel")
- 3.1 ("Responsibilities of the President")
- 3.3 ("Appointment and Termination of Key Administrators")
- 3.4 ("Health Sciences Center and Services")
- 3.5 ("UNM Health Sciences Center Committee")
- 3.6 ("UNM Hospital Board of Trustees")
- 7.8 ("Signature Authority for Contracts")

## University Administrative Policies and Procedures Manual

The following University Administrative Policies were issued as new policies or amended versions of existing policies after a public comment and review period.

December 17, 2015

- 1150 (“Staff Council”)
- 2750 (“Lactation Support Program”)
- 3630 (“Worker’s Compensation”)
- 6150 (“Casualty and Liability Insurance and Claims”)
- 7200 (“Cash Management”)
- 7215 (“Credit Card Processing”)
- 7710 (“Property Management and Control”)
- 7730 (“Taking University Property Off Campus”)

January 28, 2016

- 2580 (“Data Governance”) – NEW
- 3290 (“Professional Development and Training”)

March 8, 2016

- 2205 (“Minors on Campus”) – NEW
- 2265 (“Recreational Drones”) – NEW

May 2, 2016

- 2250 (“Transition to a Smoke- and Tobacco-Free Campus”)
- 2745 (“Clery Act Compliance”) – NEW
- 3225 (“Separation of Employment”)
- 3240 (“Contract Employees”)
- 4305 (“Vendor Diversity Initiative”)

Nine policies related to Chrome River, to go into effect December 1, 2016 (postponed from July 1, 2016)

- 2110 (“Long Distance Telephone Calls”)
- 2170 (“Honarium Payments”)
- 2480 (“Incentives for Program Participants”)
- 4020 (“Moving Expenses and Relocation Allowance”)
- 4030 (“Travel”)
- 4040 (“Employee Recruitment Expense Reimbursement”)
- 4320 (“Purchasing Goods Off Campus”)
- 4370 (“Receiving and Paying for Off Campus Purchases with a Purchase Order”)
- 7210 (“Petty Cash Fund”)

The following University Administrative Policies were updated through the abbreviated process (due to minor revisions or legal requirements):

July 1, 2015

- 2400 (“Cost Accounting Standards”)
- 2410 (“Accounting for Federally-Defined Allowable and Unallowable Costs”)

2425 (“Recovery of Facilities and Administrative Costs”)  
 2430 (“Cost Sharing on Sponsored Projects”)  
 2450 (“Cost Transfers”)  
 2470 (“Sub-Award Administration”)  
 2485 (“Over-Expenditures, Losses, and Gains on Contracts and Grants”)

August 18, 2015

7780 (“Use of University Vehicles”)  
 2420 (“Indirect Cost Rate Proposal for Sponsored Projects”) – RESCINDED

August 20, 2015

3410 (“Sick Leave”)  
 3415 (“Leave With Pay”)  
 3500 (“Wage and Salary Administration”)  
 3600 (“Eligibility for Employee, Retiree, and Dependent Benefit Plans”)  
 3700 (“Education Benefits”)  
 3790 (“Domestic Partners”)

November 19, 2015

3500 (“Wage and Salary Administration”)

March 8, 2016

2060 (“Political Activity”)  
 2140 (“Use and Possession of Alcohol on University Property”)  
 6410 (“Museums and Collections”)

May 20, 2016

3430 (“Catastrophic Leave Program”)

June 13, 2016

3600 (“Eligibility for Employee, Retiree, and Dependent Benefit Plans”)  
 3700 (“Education Benefits”)

June 27, 2016

2010 (“Contracts Signature Authority and Review”)  
 2620 (“Distribution of Pay”)  
 3200 (“Employee Classification”)  
 3300 (“Paid Time”)  
 3405 (“Holidays”)

Our office also made significant progress on the project to digitize our historical policy archive and on a comprehensive review of the Regents’ Policy Manual.

Policy Office staff engaged in the following professional development opportunities:

- Association for College and University Policy Administrators (ACUPA) Annual Conference, May 5-7, 2016, Minneapolis, Minnesota

- ACUPA Pioneer Members (Ms. Deutsch and Ms. Reifsteck)
- ACUPA Membership Committee (Ms. Reifsteck)
- Toastmasters (Ms. Deutsch)
- Society for Human Resource Management (Ms. Deutsch)
- Webinar hosted by UNM Policy Office - Peter Lake on Academic Freedom & Title IX: Balancing Competing Interests (PaperClip), 9/16/15

#### **IV. CURRENT PROJECTS**

A major project for the upcoming academic year is to continue uploading scanned historical policies into the LoboVault online digital archives that are part of the UNM Archives. Historical policies that were scanned in the previous year were reviewed, prepared, and uploaded to the LoboVault digital archive by our temporary archivist assistant. By June 2016, approximately one-third of the policies were uploaded and available publicly in LoboVault. Once the project is complete, members of the campus community will be able to access superseded versions of the policies on their own through LoboVault, without having to make a request for copies to the Policy Office.

The Policy Office convened a Regents' Policy Manual Review Committee, which will continue conducting a comprehensive review and revision of the manual. Most of this manual has not been revised since 1996, the time of its inception.

#### **V. FUTURE PLANS/GOALS**

The Policy Office intends to hire a contracted proofreader to review all policies on the Policy Office website.

The Policy Office continues to assign Process Owners to University Administrative Policy and Procedures Manual policies currently without designated Owners, provide education to Owners about their responsibilities, and periodically notify Owners of policies within their purview that are in need of review.

Though the Policy website currently receives about 400 visits each workday, the Policy Office is planning additional efforts to make the website and listserv more visible to the UNM community.

#### **VI. PERSONNEL APPOINTMENTS/SEPARATIONS**

In February 2016, Victoria Brooke Rodrigues was hired as a Temporary Staff Archivist Assistant to assist with the LoboVault project. Her temporary contract runs through January 2017.





## FY 2015-2016 Annual Report

# Safety and Risk Services

Submitted by:

Carla P. Domenici, Director

<http://srs.unm.edu>

## **Mission and Vision**

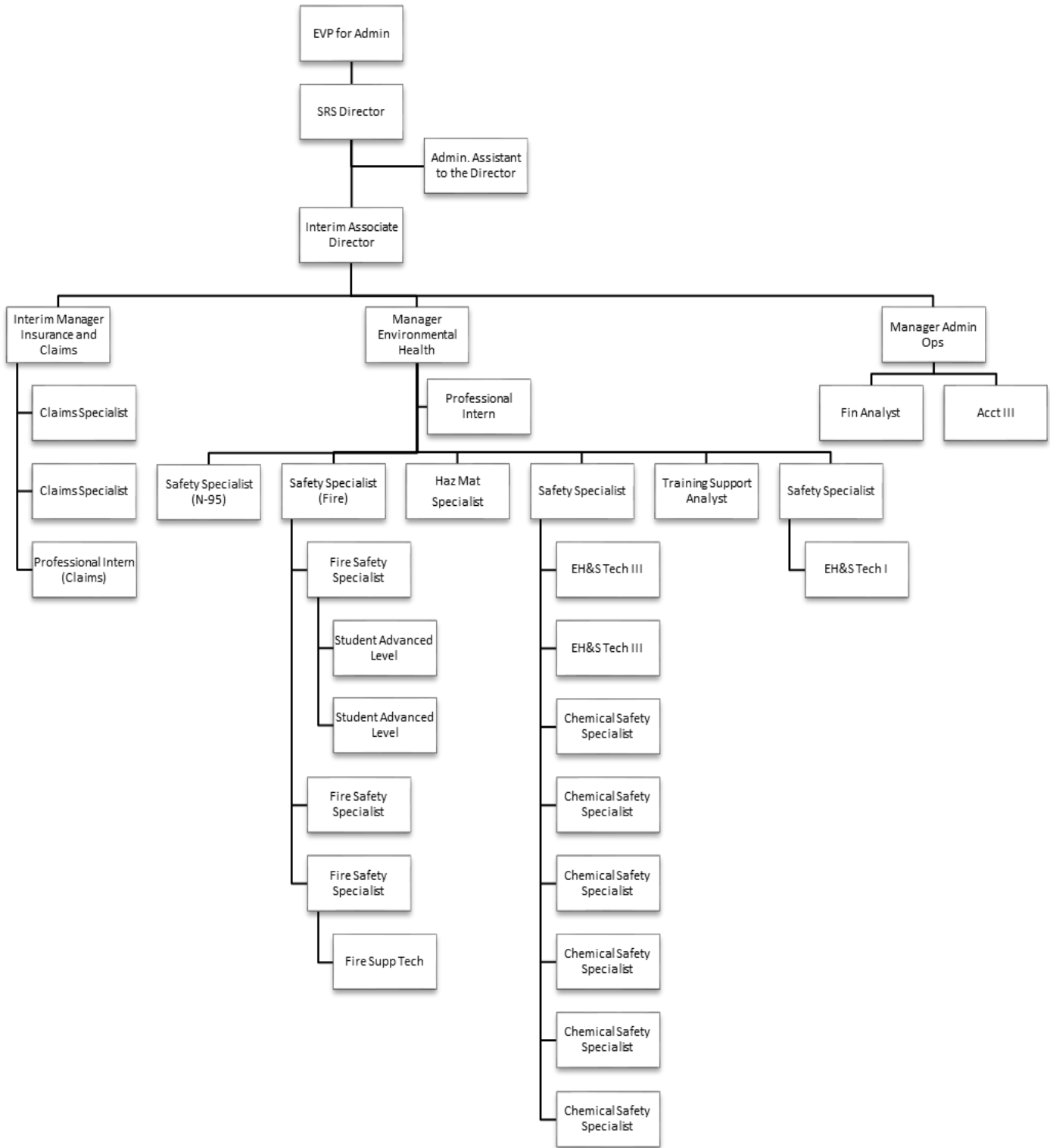
### **Mission**

The Department of Safety & Risk Services supports the University's core mission by advancing the safety and health of the University community through risk management best practices, education, consultation, and collaboration.

### **Vision**

To become the premier occupational safety & risk management department and organizational model of superior quality and service in the eyes of our customers, stakeholders, and campus community.

### Organizational Chart



**FY 2015-2016 Annual Report**

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## **I. EXECUTIVE SUMMARY**

During this past year, SRS accomplished several goals in both the area of risk management and occupational safety. SRS created and staffed the SRS Insurance Committee, the Loss Prevention and Control Safety Committee, and the SRS Fire Safety Capital Committee. These committees allow for the discussion of several risk management and safety issues that affect the campus. SRS also reached several of its long term goals by fully implementing its fire safety program. These achievements demonstrate that SRS is actively engaged in implementing its vision statement.

SRS created and filled the position of Associate Director. Mike Tuttle who formerly served as the Manager, Insurance & Claims filled this position. The creation of this position has been vital to the accomplishments and success of many of the programs at SRS.

SRS has efficiently used its allotted BR&R funds to meet several goals in the area of occupational safety. By utilizing this funding, SRS has improved the safety of the campus.

The SRS Budget in Fiscal Year 2016 saw reductions. First, SRS's I&G allocation was permanently reduced by \$32,605.00. Additionally, SRS's I&G allocation from HSC was decreased by 0.6%. The SRS Building Renewal and Replacement funding decreased from \$550,000.00 in Fiscal Year 2015 to \$465,000.00 in Fiscal Year 2016. SRS has reprioritized certain areas of operations and planning. SRS has efficiently used its allotted BR&R funds to meet several goals in the area of occupational safety. By utilizing this funding, SRS has improved the safety of the campus.

## **II. OVERVIEW**

### **RISK SERVICES**

SRS Risk Services staff is responsible for overseeing a diversity of risk management duties. The Risk Services Staff is comprised of the following staff members: Miguel Delgado, Interim Manager, Risk, Insurance and Claims; Joel Jackson, Claims Specialist; and Joshua Padilla, Claims Specialist.

The Risk Services Staff is tasked with providing direct administration and management of Workers' Compensation claims for UNM and UNMMG, General and Auto Liability claims for UNM, UNMH, SRMC, and UNMMG, and Property claims for UNM and UNMH. Due to the spectrum and magnitude of the various operations performed by UNM, the Risk Services staff responds to claims ranging from hundreds of dollars to millions of dollars. The Risk Services staff frequently handles claims exceeding a million dollars. Additionally, the staff ensures the expedient settlement of claims and distribution of funds to the UNM departments who have sustained covered insurance losses.

The Risk Services Staff is responsible for the oversight and implementation of the Loss Prevention and Control (LPC) Program at UNM. The Risk Services Group staffs the LPC Committee, develops the meeting agendas and presentation topics, prepares the Loss Prevention Quarterly Claim Reports and Claim Analysis Reports and ensures collaboration and administrative code compliance with the campus stakeholders. Quarterly Committee Meetings are held at SRS and focus on relevant loss prevention and control topics.

In addition to overseeing the Loss Prevention and Control Program, the Risk Services Staff is responsible for performing the required Loss Prevention & Control Building Inspections. These inspections are executed with the goal of mitigating the frequency and severity of losses by identifying any potential hazards or safety violations. Pursuant to the New Mexico Administrative Code, all buildings are to be inspected biannually.

Furthermore, the Risk Services Staff is responsible for staffing and providing oversight for the SRS Insurance Committee. This is a relatively new committee formed for the purpose of reviewing and managing insurance coverage for UNM, UNMH, and SRMC. The Risk Services Staff works with the State of New Mexico's Risk Management Division (RMD) to maintain current insurance coverage and to procure any new coverage. These duties include reviewing quotes and renewal invoices, paying insurance premiums, allocating premium internally, disputing premium assessments when appropriate, and serving as the primary interface with RMD and RMD's contracted insurance broker.

### **Loss Prevention & Control Inspection Program**

Pursuant to the requirements set forth in the State Loss Prevention and Control Program (**NMAC 1.6.4**), SRS has implemented a building inspection program. The administrative code requires that a self-inspection and audit of each agency operation should be conducted as often as needed or required, but at least semiannually.

The emphasis of the inspections is to identify areas where slip, trip, and fall incidents could potentially occur, to ensure clear access to egress points, and to pin point other general safety hazards such as poor housekeeping or insufficient lighting. SRS conducts LPC inspections on every UNM building every six months and maintains a database of the inspection reports. Reports are disseminated to stakeholders and written responses are required to ensure that appropriate corrective action was taken.

During the second half of 2016, SRS successfully completed LPC inspections of all 300+ buildings owned by UNM. These inspections led to the identification and resolution of multiple deficiencies throughout the UNM system. More importantly, these inspections have led to the reduction and mitigation of hazards and related future incidents.

## **ENVIRONMENTAL HEALTH**

### **Air Quality Compliance**

In FY 16, SRS prepared and submitted to the City of Albuquerque Environmental Health Department (EHD) all required semiannual and annual compliance and greenhouse gas reports and emissions inventories, as required by UNM's Title V Operating permit. SRS oversaw campus wide compliance inspection of UNM's emissions sources by the City of Albuquerque EHD. These inspections included visual inspections of emission sources, review of maintenance records, as well as reporting and record keeping. These inspections continued into FY 17. In FY 16, SRS continued working with other departments, notably PPD, to implement outstanding recommendations of an environmental audit that was completed in FY 15 to improve compliance with UNM's air quality permits under the Clean Air Act. SRS completed and submitted to EHD and EPA, a five-year renewal application for UNM's Title V Operating permit. Air emissions from UNM's permitted emission units continue to be below permitted limits during routine operations.

### **Storm Water Quality**

In FY 16, SRS continued to implement requirements of the watershed-based Middle Rio Grande NPDES permit issued on December 22, 2014. SRS submitted a sampling plan for wet weather monitoring. UNM entered into a cooperative agreement with 11 other co-permittees, namely: City of Albuquerque, AMAFCA, New Mexico Department of Transportation, Los Ranchos de Albuquerque, Village of Corrales, City of Rio Rancho, Bernalillo County, Sandoval County, Southern Sandoval County Arroyo Flood Control Authority, Eastern Sandoval County Arroyo Flood Control Authority, and Town of Bernalillo. Through this cooperative agreement, UNM will take part in stormwater monitoring activities to comply with requirements of the NPDES permit.

### **Wastewater Quality**

UNM continues to operate under a voluntary pollution prevention (P2) program with the Albuquerque Bernalillo County Water Utility Authority (ABCWUA). The P2 program allows UNM to take proactive measures to reduce pollution discharge into its sanitary sewer which discharges to the ABCWUA sanitary sewer. An updated version of the P2 agreement between UNM and ABCWUA was signed on June 20, 2016. The agreement allows UNM to operate outside a formal permit process that requires strict monitoring and reporting. In FY 16, SRS had an intern through the New Mexico Environment Department (NMED) who reviewed P2 activities at select UNM locations and made recommendations for improvement. The new P2 agreement and elements of the report will be implemented through FY 17.

### **Petroleum Storage Tanks**

SRS continued to conduct monthly inspections of UNM's South Championship golf course petroleum storage tank, and to collect and review inspection reports for the PPD automotive petroleum storage tank, to ensure compliance with NMED Petroleum Storage Tank regulations. SRS and PPD personnel are certified to conduct these inspections. The tanks inspected continue to be in compliance. SRS also ensured that the tanks were registered and fully insured in case of a spill into the environment.

### **Ergonomics**

SRS is administering a campus-wide ergonomics program for all UNM employees. In FY 16, a total of 167 ergonomics assessments were conducted.

### **Safety Training**

SRS continued to provide training in general safety as requested. Training included asbestos awareness for 80 individuals, lock-out-tag out for 169 individuals, and PPE for 291 individuals.

### **Defensive Driving**

In FY 16, SRS continued its work with the on-line defensive driving course. SRS staff works with the campus community to provide access to the on-line defensive driving course, run driving record background checks to insure that employees have valid licenses, and review other salient information from the driving record. In FY 16, 728 individuals took the course.

### **Local Ventilation Systems Testing and Certification**

SRS continued to conduct chemical fume and biosafety cabinet testing and certification, through a third party vendor, C-SCAN Technologies. In FY 16, C-SCAN completed certification of chemical fume hoods in Area 2 and biosafety cabinets campus wide. Certification of fume hoods has continued into FY 17.

### **Indoor Air Quality**

SRS, through vendor services, provided asbestos and mold testing and abatement as needed throughout campus. Asbestos testing includes coordinating with environmental consultants to facilitate inspection and testing on suspect building materials for asbestos content, prior to demolition, renovation, or repair for utility and building maintenance services. A total of 40 asbestos tests and 21 asbestos abatement projects were completed. Abatement involves controlled demolition and removal of the asbestos containing material. SRS staff conducted indoor air quality assessments as requested throughout campus. A total of 45 assessments were conducted in FY 16; 19 in Area 1, 7 in Area 2, 11 in Area 3, and 8 in Area 4.

### **CHEMICAL SAFETY**

SRS continued to staff the main campus Chemical and Laboratory Safety Committee and the HSC Chemical Safety Committee. SRS completed and submitted a Chemical Hygiene Plan that was reviewed and approved by the HSC Chemical Safety Committee, and is currently being reviewed by the HSC Executive Director for Research Operations. SRS has completed an annual review of a similar plan for UNM main campus that was approved in 2014 by the main campus Chemical and Lab Safety Committee. The revised version will be presented to the committee for approval in December 2016.

SRS continued to conduct a re-inventory of chemicals on main campus, branch, and satellite campuses. In FY 16, a total of 401 labs were re-inventoried. 89 in Area 1, 49 in Area 3, and 263 in Area 4. The chemical inventory process is important because it provides information about Chemicals of Interest (COIs) currently on campus. SRS compiled and re-submitted information about UNM's COIs to the Department of Homeland Security, and UNM was removed from the DHS CFATS program.

SRS continued to provide the training it developed on how to use ERM chemical inventory management software to the labs that have had their inventories completed. This training provides the PIs of the lab personnel the ability to manage the chemical inventories of their labs.

### **Respirator Training**

SRS provides N-95 respirator fit tests campus wide. In FY 16, a total of 1114 individuals were fit tested. To accommodate the large number of requests for fit tests, SRS set up group training sessions for providers. It also set up fit test sessions twice a week at SRS to accommodate the credentialing schedules for providers. SRS enters all training documentation into Learning Central.

### **Lab Inspections**

In FY 16, SRS resumed conducting lab inspections for compliance with applicable local, state, and federal environmental health and safety regulations. A total of 382 labs were inspected in FY 16; 77 in Area 1, 32 in Area 3, and 273 in Area 4. Lab inspections for Area 2 will continue through FY 17.

### **Occupational Exposure Assessments**

In FY 16, SRS conducted Occupational Exposure Assessments at four locations on campus, namely, Art ceramics labs, Northrop Hall, Clark Hall, and CHTM. The assessments were to ensure that employee exposures to certain substances were below OSHA permissible exposure limits (PELs). Monitoring was done for the following substances: crystalline silica, benzene, toluene, xylene, methylene chloride, chloroform, trichloroethylene, and other organic compounds. Exposure levels were found to be below OSHA PELs. Additional assessments will continue through FY 17.



### **Spill Response**

SRS continued maintaining a chemical spill response team that meets on the last Friday of the month. The spill response team conducted one drill in FY 16. SRS spill response team responded to chemical spills as needed. In FY 16, SRS responded to a total of 5 chemical spills. The team has acquired the necessary PPE and equipment. SRS also has an on-call vendor to provide spill response services for large spills. UNMH pulled out of an MOU for spill response services from SRS. As such, SRS no longer provides spill response services to UNMH.

## **HAZARDOUS AND INFECTIOUS WASTE**

### **Hazardous Waste**

SRS staff completed refreshers and initial certification training in the areas of RCRA, DOT, and HAZWOPER. These certifications allow staff to manage and ship hazardous waste and hazardous materials. Staff continued to maintain proficiency in data loading of all chemical pick-ups and insuring that the chemical inventory is valid prior to sending the shipment to RFP. In FY 16, six hazardous waste shipments were sent out from SRS. The SRS chemical waste storage area inspections are being conducted weekly and the inspection reports are being filed on the SRS Share drive.

The New Mexico Environment Department Hazardous Waste Bureau conducted a compliance assessment inspection of UNM and issued a Notice of Violation (NOV) that listed 30 violations. SRS worked with the different departments to collect information and prepare a response to the NOV. This process is ongoing.

### **Infectious Waste**

Weekly infectious waste pick-up by a third party vendor continued through FY 16. There have been no reportable spills or releases as a result of the weekly shipments. SRS, in coordination with University Services, conducts audits of bio-contaminated equipment prior to being released to surplus. In FY 16, SRS cleared 100 individual pieces of equipment for surplus.

## **CONSTRUCTION SAFETY**

SRS and its vendors continued to participate in construction meetings, and conduct reviews of program, design, and construction project documents for construction and remodel projects. Examples of construction projects the SRS participated in include: Farris Engineering Center renovation, HSC Health Education building, Physics and Astronomy and Interdisciplinary Science building, La Posada remodel, Valencia Chilled Water Plant Phase 2, and Domenici Hall Center for Brain Recovery and Repair remodel.

### **Building Inspections**

SRS conducted building inspections for compliance with applicable local, state and federal health and safety regulations. A total 119 buildings were inspected in FY 16; 55 in Area 1, 39 in Area 3, and 25 in Area 4.

### **Machine Shop Inspections**

SRS staff conducted follow up machine shop inspections for compliance with applicable safety and health regulations. A total of 62 machine shops were inspected in FY 16. 20 in Area 1, 2 in Area 2, 19 in Area 3, 10 in Area 4, and 11 for Satellite campuses.

## **FIRE SAFETY**

During FY 16, SRS increased the number of safety professionals dedicated to fire safety. To that end, SRS management revised and created job positions that include Fire Safety Specialist and Fire Suppression System Technician. Additionally, a Professional Intern was added to the group to further the educational mission and to develop future safety personnel.

SRS required this increase in personnel to adequately respond to fire code and Internal Audit requirements. Presently, SRS can insure that fire suppression systems, fire extinguishers, and fire alarms are maintained and inspected. SRS conducts fire drills at all UNM facilities and created and posted emergency evacuation maps. SRS fire safety staff also plays a role in UNM's compliance with Clery Act requirements. SRS fire professionals conduct plan reviews for fire code compliance of new construction and major remodel projects.

The Fire Safety program at SRS oversees and works on the following.

### **Fire Suppression Systems**

- UNM has 107 buildings that are equipped with fire suppression systems. The term “fire suppression systems” refers to sprinklers. When a building contains a fire suppression system, certain fire code requirements are triggered. Some fire suppression systems require quarterly, annual, three year, and five year inspections. These systems often require maintenance or repair. SRS is responsible for insuring code compliance with all of these requirements.
- SRS insures fire suppression system inspections and maintenance. Vendors perform monthly fire pump runs at the Cancer Research Facility and Sevilleta Field Station. It also conducts three quarterly inspections per system and an annual inspection for every fire suppression system.
- SRS reviews and oversees the operating expenses for ongoing scheduled inspections and necessary repairs throughout the fiscal year. In addition, SRS allocated funding to ensure that all fire suppression systems meet fire code requirements and have valid five-year obstruction inspections performed to include flushing of pipes if blockage was detected.
- In cooperation with UNMPD and PPD, the SRS duty pager system provides a rapid on-call service to respond to fire suppression system maintenance support service after-hours emergencies with 24/7 a week technician response.

### **Fire Extinguishers**

- In FY 16, SRS purchased the Firebug fire extinguisher inspection management software program through Data Support Inc. The Firebug program is an automated way to inspect fire extinguishers using barcode scan technology. SRS employees utilize a hand-held mobile scanner to perform monthly inspections on fire extinguishers wherever fire extinguishers are located. Data is easily categorized and displayed in report format through the Firebug software program through customized spreadsheets showing inventory, inspection status, and serviceability fitness of each fire extinguisher.

- SRS staff is issued a barcode scanner identified by PPD Service Areas 1 through 4. Each scanner contains routes for the buildings within each PPD Area. SRS staff upload a route and begin monthly inspections with contact at every fire extinguisher in the inventory.
- Fire extinguishers that fail inspection are identified in the system and are replaced on a one-for-one basis. Failed fire extinguishers are taken out of service and are either recharged or replaced as necessary. Backup/spare fire extinguishers are kept ready to be utilized as rapid replacements, if applicable.
- SRS maintains and reviews the fire extinguisher RFP for ongoing service to augment the Firebug program to include monthly inspections of all fire extinguishers not yet in Firebug inventory and annual inspections that occur each December and January. A vendor performed fire extinguisher service and 5-year recharge cycles and hydrostatic testing in FY 16.
- In FY 16, SRS inventoried Areas 2, 3, and 4 and have conducted monthly inspections on over 3,000 fire extinguishers campus-wide.

### **Fire Alarm Testing**

- UNM has 124 buildings that are equipped with fire alarm systems. According to the fire code, fire alarm systems need to be tested annually. In order to accomplish a fire alarm test SRS has to coordinate with IT Alarms, Physical Plant, and the inhabitants of the buildings that are going to be tested. SRS has to schedule and coordinate with fire alarm, elevator and fire suppression system vendors.
- Because of the magnitude of these tasks, IT Alarms was not staffed or funded to accomplish the work. When SRS discovered that fire alarm testing was not occurring as required by the fire code, it volunteered to take on this task. SRS sought additional budget from the Budget Office and hired enough fire safety staff to accomplish the task.
- In an ongoing initiative with branch and satellite campuses, SRS played a crucial role in the fire alarm panel replacement and follow-on addressal of the modem to a monitored fire alarm support vendor at the Sevilleta Field Station. Installed in September, the fire alarm control panel (FACP) was fitted with the ability to communicate with a monitor service. In cooperation with the Biology Department and campus real-estate stakeholders, SRS obtained proposals and authorization to accelerate discussion and implementation of monitoring service to the Sevilleta Field station site. A contract between Intraworks fire alarm Company (providing monitoring service) and the Biology Department went into effect in May, 2016 for a term of four years.
- SRS reviews and oversees the contract for fire alarm testing services in conjunction with fire suppression system vendors, and other UNM entities for coordination and facilitation of fire alarm tests in alarmed buildings.
- In FY 16, SRS completed 79 fire alarm tests on main campus and developed revised procedures to increase efficiency and organization with fire alarm test scheduling.

### **Fire Drills and Evacuation Maps**

- As part of the Clery Act Audit, SRS was required to develop evacuation maps for all campus buildings. In addition, SRS was tasked with conducting evacuation drills of all campus buildings. Because some campus buildings are unoccupied or do not require evacuation

maps or drills i.e. dugouts, bus stops, etc., SRS did not include them. In fact, SRS continues to refine its list of buildings to ensure that it does not direct resources to buildings that do not require maps or drills. SRS also excluded leased properties, abandoned properties, and UNMH owned or managed properties.

- SRS implemented an action plan during FY 16 and completed fire drills in all pertinent buildings by December 31, 2015.
- SRS coordinated with Lobo Village and Casas del Rio management to obtain copies of fire drills and fire safety trainings in compliance with Clery Act requirements and maintains liaison with safety committees for fire drill scheduling and evacuation map upkeep and maintenance throughout campus.
- SRS fire safety staff also worked with Residence Life and Student Housing (RLSH) and Student Family Housing to ensure that the Clery requirements for four fire drills per year were conducted and documented.
- In conjunction with fire drills, SRS also revised and posted emergency evacuation maps in all UNM buildings inside main hallways, avenues of egress, and dormitory rooms.
- SRS, in partnership with the UNM Space Management Office, maintains a database of all emergency evacuation maps and performs periodic spot checks to ensure maps are in designated locations with accurate information.

### **Fire Safety Inspections**

- The New Mexico State Fire Marshal's Office (SFMO) is required to inspect all UNM buildings annually. To accomplish this task, SRS sets up inspection blitzes by PPD Area and Branch location. The SFMO sends a group of inspectors to the UNM campus for several days until they inspect all buildings in an Area or Branch location. After they return to their offices, they prepare their inspection reports that are then emailed to SRS.
- SRS acknowledges receipt of the reports and begins to write memos to the campus stakeholders regarding violations identified in their buildings. SRS staff submits work order into TMA, the PPD work order system that are coded to identify these submissions as part of the inspection.
- Fire code violations that pertain to laboratories are reported up to the HSC Office of Research and to the Office for the Provost and the Office of the Vice President for Research as an extra step to address fire safety in laboratory settings.
- In FY 16, SRS accompanied the SFMO through UNM and HSC buildings on main campus, UNM West, and the Gallup and Sevilleta Field Station.

### **Fire Safety Training**

- SRS conducted fire safety training on a variety of fire safety topics that include the use of fire extinguishers. PPD employees and RLSH employees all take these trainings regularly. Fire safety trainings assist UNM with Clery Act compliance but also with general safety of all employees.
- In FY 16, SRS performed 12 fire safety trainings.

## Special Events Applications

- UNM hosts many special events. SRS is often called upon to insure that the events transpire safely. The process for SRS' involvement requires a special event organizer to fill out an SRS Special Events application. SRS fire safety staff then meet with the organizer and assist with setting up the event.
- SRS contacts the SFMO for special permits or assists with acquisition of permits from agencies such as the Construction Industries Division (CID).
- Pursuant to the Memorandum of Agreement (MOU) with the Albuquerque Fire Department (AFD), SRS notifies AFD of events so that emergency crews can be on standby if needed.
- In FY 16, SRS received 39 Special Events applications and responded accordingly.

## Hot Works Permits

- SRS maintains a Hot Works Permit program generally defined as any type of work or activity where open flames are used in welding, brazing, soldering, or torch cutting/ heating. The Hot Works Permit indicates where the work is to take place and describes the open flame process and the type of equipment that will be used.
- SRS provides guidance on how to safely engage in hot works that range from the appropriate personal protection equipment to the necessary monitoring.
- In FY 16, SRS received 32 Hot Works Permits.

## ACCOUNTING

The SRS Accounting unit is responsible for a variety of day-to-day and long-term fiscal tasks and projects, all of which comport with university policy and are completed in accordance with the Budget Office. This unit is comprised of two full-time employees, including an Accountant III and Financial Analyst. Over the course of the year, this unit worked toward improvement of financial policies and procedures at SRS, while developing new ways to improve upon overall financial service to UNM.

## ADMINISTRATIVE OPERATIONS

SRS Administrative Operations covers a wide range of service areas for the department, including human resources issues, fleet management, facilities, IT, and purchasing, to name several. On the facility side, SRS installed new security features in its parking lot, including bollards and a high-tech camera system, both of which will serve to greatly enhance vehicle and property safety. Also, the build-out of a new staff break room has created a unique new space for SRS employees to relax and meet. Other important improvements were made to existing offices, including the addition of an internal conference area and the installation of new phone and Ethernet cabling office-wide to allow for staff growth and space flexibility.

New technology has played a large role in SRS operations this fiscal year. The department deployed a new Wi-Fi system across its three buildings, significantly strengthening Internet capabilities in and around SRS. A new state of the art digital projector system was installed in the SRS training room, providing an excellent tool for administering trainings and presentations. With the replacement of its

aging computer inventory in mind, the department purchased a large number of new workstations and monitors, as well as several laptops.

Vehicles are incredibly important to SRS, linking staff to main campus, branch campuses, and satellite locations around the state. In addition to updating maintenance records, SRS bought two new cars and a number of new electric vehicles in FY 16, significantly increasing the SRS fleet. This helped provide greater flexibility and efficiency for staff across the board, particularly in safety-related areas. Several new outdoor charging stations were added around the SRS parking lot.

SRS was one of several departments that participated in a new staff performance review process which will be implemented campus-wide in FY 17. Finally, new departmental mission and vision statements were developed with input from employees in each area of service at SRS.

### **III. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS**

- Miguel Delgado passed two exams needed to obtain his CPCU certification
- UNM was removed from the Department of Homeland Security CFAT's program
- SRS fully implemented its chemical inventory program
- SRS improved and upgraded its chemical fume hood inspection and certification program

### **IV. CURRENT PROJECTS**

#### **Risk Services**

SRS spent this year actively promoting the health and safety of the University community through a combination of risk management, risk mitigation, and safety best practices. The following are a few examples illustrating the progress and improvements made by SRS.

#### **Risk Management and Insurance**

This year marks the second consecutive year in which the State of New Mexico's Risk Management Division conducted a formal audit of our Loss Prevention and Control Program. The RMD Loss Control Bureau conducts the audit. The audit encompasses the plans and programs of UNM, UNMH, and SRMC. The preponderance of the audit stems from the potential increase of insurance premiums if the agencies do not achieve a passing score. The Audit primarily focused on the areas specifically related to:

- Our Loss Prevention and Control Master Plan;
- Documentation of Committee Membership, Quarterly Meetings, and Meeting Minutes;
- Emails and formal correspondence related to the program;
- Investigation Reports and Inspection Reports;
- Internal policies relating to Workers' Compensation, Emergency Evacuation Procedures, and New Employee Orientation and Staff Training.

SRS operates as the primary division tasked with gathering and preparing all required documentation for UNM, UNMH, and SRMC pursuant to the Audit. All three agencies successfully passed the audit. Upon receipt of the finalized RMD Audit Reports, SRS Staff will review the reports and

provide written responses outlining the correction action plans for each entity. SRS Staff will then work with stakeholders from UNM, UNMH, and SRMC to ensure successful implementation of the correction action plans.

SRS continued to successfully preside over and staff three imperative committees: The UNM Loss Prevention and Control Committee, the UNM Loss Prevention and Control Safety Committee and the UNM Insurance Committee. Each of these committees meets on a quarterly basis and each committee serves an integral role in the overall SRS mission of “supporting the University’s core mission by advancing the safety and health of the University community through risk management best practices, education, consultation, and collaboration.”

At the May 2016 Quarterly LPC Committee meeting, SRS showcased our improved ability to extract claims data from our Time Matters database by offering an exhaustive and comprehensive claim trends review presentation for FY 14-16. This review identified the top trends by injury type and injury causation and also identified the departments incurring the highest number of losses. In addition to this claim trends review, topics such as UNM’s Ombuds and Dispute Resolution Services and UNM’s Office of Equal Opportunity Mission and Program were presented to the committee during quarterly meetings. Primary topics deliberated and discussed at UNM Insurance Committee meetings include key changes to RMD insurance coverages such as Builders’ Risk Coverage and coverage for golf courses and outdoor athletic fields.

SRS continued our process of providing a Quarterly Report to upper management. The purpose of this report is to identify any current trends, issues, and ideas related to risk management and loss prevention.

In FY 16, SRS Risk Staff processed and handled 592 insurance claims from various UNM and UNMH Departments. Of those 592 claims, 412 were Workers’ Compensation claims and 180 were Property & Casualty Claims. The Workers’ Compensation claims include Report Only Claims, Medical Only Claims, and Lost Time Indemnity Claims. The Property & Casualty Claims include Property Claims, Auto Claims, and Liability Claims.

Each of these claims was entered into our Time Matters claims database. This database provides format consistency and shared access (for authorized users) to the electronic claim files. In 2016, SRS Risk Staff developed additional data entry fields in our Time Matters database. These additional fields provide Risk Staff with the ability to sort claims based on numerous types of data including injury causation and sub-departments. These improvements allow Risk Staff to further analyze accident and claim trends and respond with appropriate risk control and risk prevention measures.

In 2016, SRS handled and assisted with multiple large property losses including the 8/31/2015 major water loss at the HSC Biomedical Research Facility (BRF) Building, the 10/6/2015 power surge that affected the IT department’s 911 systems, and the 4/13/2016 water loss at the UNM Science & Tech Park.

In addition to internal claims analysis by Risk Staff, SRS has implemented the process of providing a Quarterly Claims Analysis to upper management of UNM, UNMH, and SRMC. The core function

of these analysis reports is to provide detailed information relating to each individual incident, sorted by claim type. This further assists with the identification of potential trends.

Furthermore, SRS assisted a large populace of departments across the UNM community with reviewing, recommending, procuring, and managing various insurance policies including the following:

- SRS was able to facilitate the completion of a Cyber Risk Application for UNMH and HSC. SRS was responsible for submitting the completed application and working with the RMD Insurance Broker to obtain coverage quotes and ultimately purchase a Cyber Risk Policy.
- SRS was able to facilitate the completion of a Cyber Risk Application for UNM Main Campus. Coverage quotes are currently under review and a decision on whether or not to purchase the coverage is expected in FY 17.
- SRS played a key role in locating and procuring a replacement Needle Stick insurance policy for students enrolled in medical education programs. The new policy resulted in a cost savings of over 50%.
- SRS has continued to assist Sandoval Regional Medical Center with the procurement of insurance coverages not offered by RMD. SRS was able to help review and negotiate a property insurance policy containing increased coverage limits and additional endorsements for a lower annual premium.
- SRS has continued to assist the Research Park Corporations (Lobo Energy, Lobo Development, STC.UNM, and Innovate ABQ) with obtaining both RMD and private sector coverages.
- SRS aided UNM in purchasing Crime coverage, which provides protection for losses relating to employee embezzlement and employee theft.
- SRS aided UNM in purchasing Terrorism coverage. This coverage functions as both first party property insurance and third party liability coverage for losses caused by acts of Terrorism. Terrorism is an excluded cause of loss under our standard RMD Property Certificate.
- SRS assisted UNMH with the procurement of both Crime and Terrorism Coverage. Both of these coverages are required due to contractual obligations related to the mortgage on the newer wing of UNMH.

## V. FUTURE PLANS/GOALS

- Revise and update chemical hygiene plans
- Implement the Safety Stratus software
- Improve and update the hazardous waste program
- Fully implement the Construction Safety Manual
- Update the SRS Website
- Execute an MOU with the Cancer Center for safety services
- Obtain OSHA 30 certification for SRS employees
- Fully implement the Laser Safety Program



## VI. PERSONNEL APPOINTMENTS/SEPARATIONS

### Appointments

- Mike Tuttle, Interim Associate Director
- Miguel Delgado, Interim Manager Insurance & Claims
- Nick Naramore, Manager, Safety
- Joel Jackson, Claims Specialist
- Emilee Soto, Claims Specialist
- Doug Peters, Fire Safety Specialist
- Robert Gardiner, Fire Safety Specialist
- Kyle Duran, Professional Intern
- Josh Padilla, Professional Intern
- Clarissa Fidler, Executive Assistant to the Director
- Carin Kelley, Safety Specialist
- Jason Terry, Safety Specialist
- David Chavez, EH&S Tech I
- Faron Valencia, Safety Specialist
- Eva Antonio, Training Specialist

### Separations

- Nick Naramore, Manager, Safety
- Emilee Soto, Claims Specialist
- Shaffin Hassalani, Administrative Assistant II
- Desiree Monette, EH&S Tech III
- Robert Gardiner, Fire Safety Specialist
- Kyle Duran, Professional Intern



## FY 2015-2016 Annual Report

# UNM Athletics

Submitted by:

Frank Mercogliano, Asst. A.D. for Communications

<http://golobos.com>

## Mission and Vision

### Mission

Developing Lobos for Life!

### Vision

The University of New Mexico athletics aspires to be the premier athletic program in our Conference and recognized as a national leader in intercollegiate athletics with an international reputation for excellence

### Core Values

Student Athlete Experience - We provide an environment that promotes personal, academic, athletic, and social development. We prepare Lobos for Life!

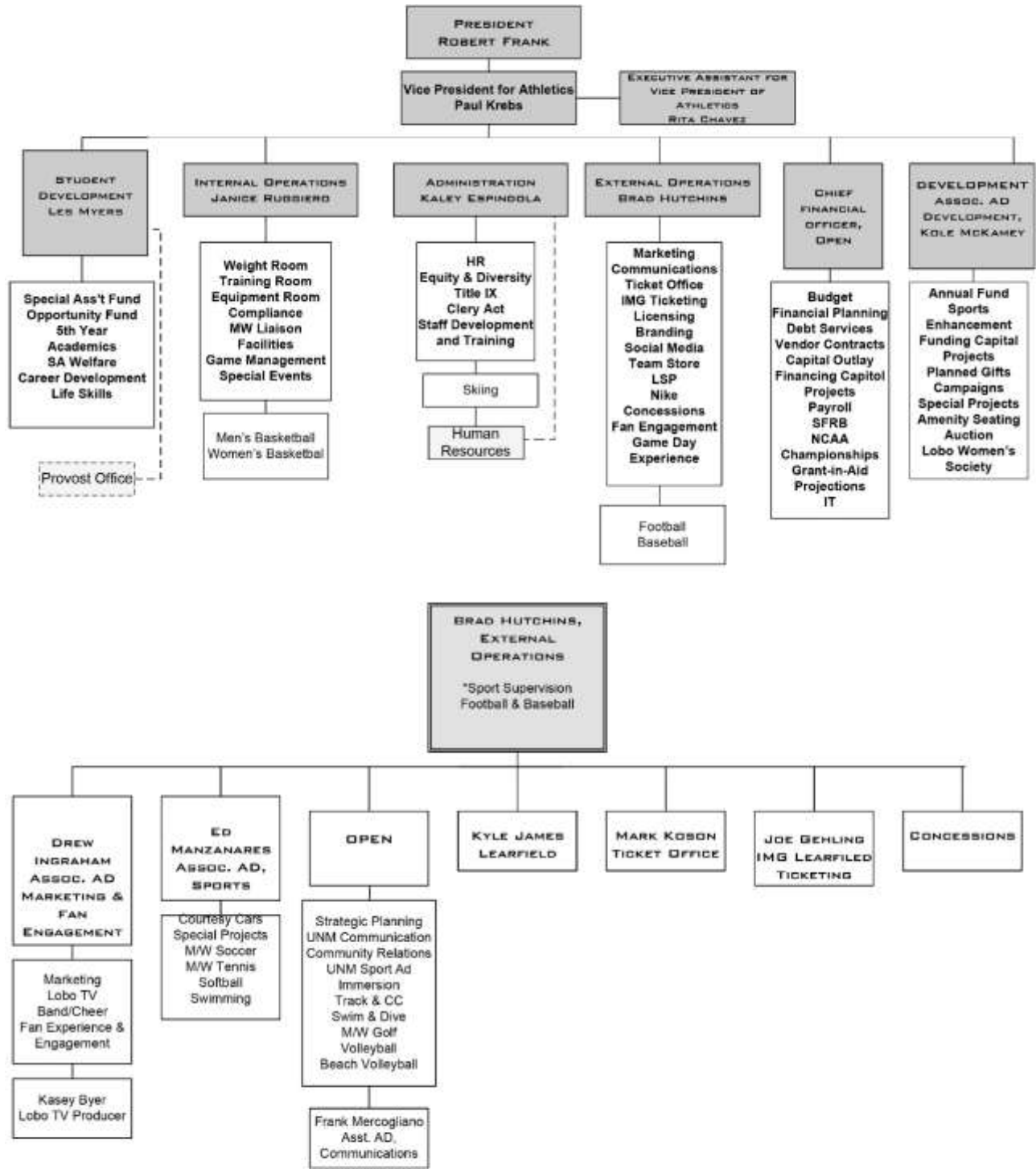
Integrity- We are honest, respectful, and accountable.

Excellence- We maximize our efforts and talents to ensure success of the Lobos.

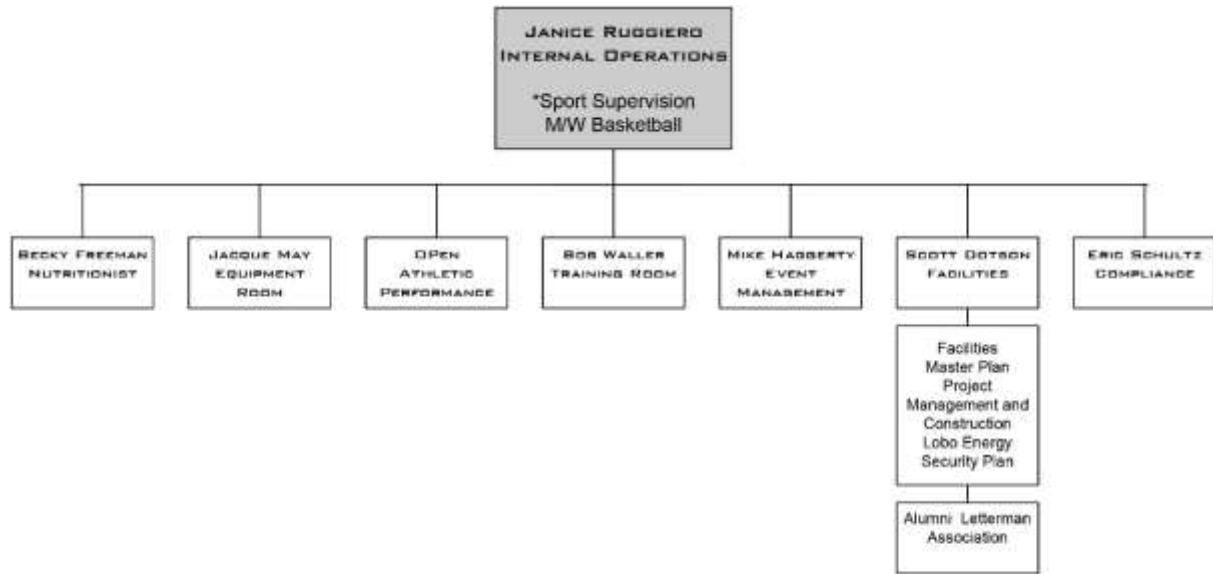
Respect- We value the importance of diversity, fairness, goodwill and sportsmanship.

Lobo Pride- We support an atmosphere that embraces school spirit, honors tradition, and develops Lobos for Life!

### Organizational Chart



### Organizational Chart



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## I. EXECUTIVE SUMMARY

The 2015-16 academic year was another successful one for the University of New Mexico's Athletics department. The program won two conference championships, which ran UNM's total over the last five years to 36, the best five-year run in school history. Additionally, women's cross country won the NCAA Championship with the highest margin of victory in 33 years, winning the second national team title in school history, joining skiing's national title in 2004.

Overall, 12 of UNM's 22 sports competed in the postseason. In addition, the student-athletes represented the institution well in the classroom and in the community.

## II. ACCOMPLISHMENTS/SIGNIFICANT DEVELOPMENTS

UNM won conference championships in the following sports:

- Women's Cross Country (8<sup>th</sup> straight title)
- Baseball (Conference Tournament)

Sports that advanced to the postseason were (finish indicated):

- National Finishes
  - Women's Cross Country                      NCAAs                      1st
  - Men's Cross Country                      NCAAs                      Individual
  - Men Indoor Track and Field              NCAAs                      DNP
  - Women's Indoor Track and Field        NCAAs                      T-30th
  - Skiing    NCAAs                      6th
  - Women's Basketball                      WBI                              T-9th
  - Men's Outdoor Track & Field            NCAAs                      DNP
  - Women's Outdoor Track & Field        NCAAs                      15th
  - Men's Golf                                      NCAAs                      Regionals-7th
  - Women's Golf                                NCAAs                      Regionals-16th
  - Baseball                                        NCAAs                      T-49th

Additionally, UNM finished 66th in the final Learfield Director's Cup standings, the eight consecutive year that the Lobos have finished in the top 70.

The Lobos picked up 345 points to finish in 66th place, which was also the eighth highest non-Power 5 Conference finish among all institutions. The Lobos earned points from women's cross country, women's indoor track and field, women's outdoor track and field, baseball, men's golf, women's golf, and skiing in the spring. The Lobos picked up 104.5 spring points after getting 115.5 in the winter and 125 in the fall.

The Lobo student-athletes again were active in the community, as the student-athletes, including the spirit squad, logged over 5,000 hours of community service, the sixth consecutive year with at least 5,000 hours.

Three programs ranked among the top 25 in attendance in men's basketball, women's basketball and men's soccer, while three others (baseball, women's soccer, and volleyball) were in the top 50. The men's basketball team finished in the top 25 in attendance for the 50th straight year.

- Women's Soccer (Heather Dyche, Head Coach) \* 10-8-2, 7-3-1 MW
  - Madisyn Olguin was named First Team All-Mountain West, Cassie Ulrich and Maddie Irwin Second Team and Emily Chavez and Dylann O'Connor Honorable Mention
  - Cassie Ulrich and Alyssa Coonrod were named Capital One/CoSIDA First and Second Team Academic All-District
  - Went undefeated in conference road games (5-0-1)
  - The Lobos had a program record 18 Mountain West All-Academic selections, leading the Mountain West for a sixth straight season
  - Jennifer Muñoz was invited to play with the Mexico Under-20 National Team
  
- Men's Soccer (Jeremy Fishbein, Head Coach) \* 8-6-4, 2-4-2 Conference USA
  - Ranked as high as No. 7 during the season
  - Team went 6-1-2 in non-conference play, losing only to No. 1 UCLA 1-0 in the season opener
  - Had seven All-Conference USA selections in Chris Wehan, Niko Hansen, Chris Gurule, Josh Goss, Joss Dye, Francesco Casucci, and Patrick Khouri
  - Chris Wehan and Chris Gurule were both named NSCAA All-Region
  - Had 22 players qualify for the C-USA Academic Honor Roll, most among C-USA soccer programs for the second straight season
  - Josh Dye was named a First Team Capital One/CoSIDA Academic All-America, giving New Mexico 19 CoSIDA Academic All-Americans all-time, the most among any men's soccer program in the United State, regardless of division or size
  - Finished 15th in NCAA in attendance
  
- Football (Head Coach Bob Davie) \* 7-6, 5-3 MW
  - Ended an eight-year bowl drought, landing a berth in the Gildan New Mexico Bowl after missing out on the Mountain West title game by one game
  - Had its most conference wins since the 1997 season
  - Lowered its defensive points allowed by almost 20% for the second consecutive season
  - The Lobos had 19 Mountain West All-Academic selections, the second-most in program history, along with 23 graduates
  - Had the fourth-most improved defense in terms of yards allowed per game
  - Set a school record with 42 rushing touchdowns, and the offense broke 5,000 yards for only the seventh time in school history



- Volleyball (Head Coach Jeff Nelson) \* 17-14, 10-8 MW
  - Hannah Johnson and Skye Gulatt were named All-Mountain West, and Cassie House and Simone Henderson were named Honorable Mention
  - Carson Heilborn and Victoria Spragg competed in Europe with the Mountain West All-Stars
  - The team went on an exhibition tour of Australia, going 2-1 with wins over the Australian and New Zealand National Teams
  - The Lobos had eight Mountain West All-Academic selections, the third-highest total in program history
  - Skye Gullat tied the career record for blocks
  - Team ran its streak of semesters with a 3.0 GPA to 27 of the last 28
  
- Men's Cross Country (Head Coach Joe Franklin)
  - 5th place at Mountain West Championships
  - Elmar Engholm was named First Team All-Mountain West, and Dan Milechman were named Second Team
  - Hosted the 2015 NCAA Mountain Regional Men's Championships
  - The Lobos had seven Mountain West Scholar-Athlete selections, leading the Mountain West
  - The Lobos had seven Mountain West All-Academic selections, the fifth straight year of at least seven honorees
  
- Women's Cross Country (Head Coach Joe Franklin)
  - Mountain West Champions \* NCAA National Champions
  - The team won its eighth consecutive Mountain West championship
  - Won the NCAA National Championships, UNM's second ever national team championship in any sport, posting the best score at the championships since 1982
  - Joe Franklin was named Women's MW Cross Country Coach of The Year for the eighth straight year, and he was the National Coach of the Year
  - Courtney Frerichs, Alice Wright, Rhona Auckland, Calli Thackery, and Molly Renfer were all named All-American, the first time since Villanova in 2009 that a school had all five runners earn All-America while placing in the top 25
  - Hosted the 2015 NCAA Mountain Regional Women's Championships
  - The Lobos were named by the USTFCCA as the Scholar Team of the Year
  
- Swimming & Diving (Head Coach Kunio Kono) \* 7th in MW
  - Earned Scholar All-America honors from the College Swimming Coaches Association of America; It marks the 12th straight semester that UNM has been honored by the CSCAA

- Mareike Foester, Emily McGill, Kaela McKee, and Koko Shinada were all named Scholar All-Americans
  - Adriana Palomino, Morgan Ginnis, Shayla King, Anna Lengyel, Abigail Wheeler, and Konoha Shinada all earned All-Conference honors
  - The Lobos had 19 Mountain West All-Academic selections, making UNM the only Mountain West program with 19 or more in each of the last five years
- Men's Basketball (Head Coach Craig Neal) \* 17-15, 10-8 MW
    - Tim Williams and Elijah Brown were both named First Team All-Mountain West, and both were named All-Region as well
    - Williams and Cullen Neal were both named CoSIDA Academic All-District
    - Team recorded a 3.0 GPA for the year, the first time in school history for the program
    - The team finished in the top 25 in national attendance, coming in 23rd. It marked the 50th straight year in the top 25 for the Lobos
    - Had one of the greatest comebacks in school history, down 15 with six minutes left, but outscoring Boise State 19-2 to end the game
    - The Lobos had five Mountain West All-Academic selections, giving UNM 18 under Craig Neal in three seasons after having 14 the previous six seasons. In addition, has now led the Mountain West in All-Academic selections in all three seasons under Craig Neal
- Women's Basketball (Head Coach Yvonne Sanchez) \* 17-15, 9-9 MW
    - The Lobos played in the WBI for the second straight year
    - Named Mike Bradbury as the new head coach on March 31. He previously coached for the previous five seasons at Wright State
    - Team finished 11th nationally in attendance and UNM led the Mountain West in attendance for the 17th straight season
    - Cherise Beynon was named All-Mountain West, Khadijah Shumpert was named Honorable Mention All-MW and All-Defense, and Jaisa Nunn was named to the All-Freshman team
    - The Lobos had 13 Mountain West All-Academic selections, leading the Mountain West and the most in program history
- Skiing (Head Coach Fredrik Landstedt) \* 5th in RMISA
    - 6th in NCAA Championships
    - Kati Roivas finished second in the NCAA in the women's Nordic Classical
    - The Lobos had five All-Americans: Emilie Cedervärn (two), Eva Sever Rus, Kati Roivas, and Rob Grieg

- The Lobos finished sixth nationally, the program's 33rd straight top-10 national finish
- Cedervärn tied the school record with eight career victories in women's Nordic.
- Emilie Cedervärn was named Capital One/CoSIDA First Team Academic All-America
- Softball (Head Coach Erica Beach) \* 23-27, 8-15 MW
  - Chelsea Johnson and Mariah Rimmer were both named All-Mountain West and NFCA All-Region
  - The Lobos led all MW softball teams for the fourth straight season with 14 Mountain West All-Academic selections. The 14 set a program and Mountain West record
  - Team set a record for GPA with a 3.57 GPA in the Spring semester
- Men's Tennis (Head Coach Bart Scott) \* 15-16, 2-4 MW
  - Named Ben Dunbar as the new head coach after Bart Scott resigned to move into the private sector after the season
  - Doubles team of Hayden Sabatka and Bart Van Leijsen advanced to the first round of the NCAA doubles tournament
  - That duo also made it to the semifinals of the USTA National Indoor Championships on ESPN
  - The Lobos had seven Mountain West All-Academic selections as UNM has finished first or second in the MW in seven of the last eight years
- Women's Tennis (Head Coach Kelcy McKenna) \* 15-7, 5-0 MW
  - Went undefeated in conference play
  - Had four 20-match winners in Andrea Leblanc (27), Rachana Bhat (23), Ludivine Burguiere (21), and Sharon Coone (21)
  - Emily Olivier, Andrea Leblanc, and Dominique Dulski all were named All-Mountain West
  - The Lobos had five Mountain West All-Academic selections, which kept up UNM's amazing streak as the Lobo women's tennis team is the only Mountain West women's tennis program with at least five selections in all 14 years of the All-Academic team's existence
- Men's Golf (Head Coach Glen Millican)
  - 7th at NCAA Regionals
  - The team finished second at the Mountain West Tournament
  - Andrej Bevins and Gustavo Morantes were both named All-Mountain West

- Team finished three shots out of the NCAA Championships after advancing to the NCAA Regionals
- The team had six Mountain West All-Academic, tied for league lead. That also tied for second-most in school history behind the 2008-09 squad which had eight
- Women's Golf (Head Coach Jill Trujillo)
  - 16th at NCAA Regionals
  - Advanced to the NCAA Regionals for the 22nd time in the last 24 years
  - The Lobos finished second at the Mountain West Championships
  - Darian Zachek, Eva Saulnier, Alexandra Moisand, and Ingrid Gutierrez were all named WGCA All-American Scholars
  - Ingrid Gutierrez was named All-Mountain West
  - The team had six Mountain West All-Academic, tied for the most in the Mountain West. The women's golf program is the only Mountain West program with at least five Academic All-Conference selections each of the last 10 years
- Baseball (Head Coach Ray Birmingham) \* 39-23, 20-10 MW
  - Mountain West Tournament Champions
  - UNM hosted the Mountain West Championships, winning the title by sweeping three games against Nevada, Air Force, and Nevada again
  - Carl Stajduhar was named the Mountain West Player of the Year. He was also First Team All-Mountain West along with Chris DeVito, Jared Holley, and Tyler Stevens. Center fielder and pitcher Luis Gonzalez was named Second Team
  - Chris DeVito (8th, Kansas City Royals) and Alex Estrella (35th, Tampa Bay Rays) were both selected in the 2016 MLB Entry Draft and Colton Thomson signed a free agent contract (St. Louis Cardinals)
  - DeVito and Estrella were both named Third Team CoSIDA Academic All-America
  - Luis Gonzalez was invited to play with Team USA
  - The team had 15 Mountain West All-Academic honors, making UNM the only baseball program with double-digit honorees over the last four seasons
- Track & Field (Head Coach Joe Franklin)
  - Mountain West finishes of 4th (Men's Indoor), 4th (Men's Outdoor)
  - 4th (Women's Indoor), 4th (Women's Outdoor)
  - NCAA Finishes of T-30th (Women's Indoor), T15th (Women's Outdoor)
  - The track and cross country program on the women's side had an eighth-place finish in the Program of the Year standings, the best finish ever for the UNM women's team

- Courtney Frerichs won the first Outdoor Track and Field NCAA Individual title for a female student-athlete, winning the NCAA 3000-meter steeplechase with an NCAA record time. She was also named the Mountain Region Track Athlete of the Year
- The team had 20 athletes and relays qualify for Outdoor regionals, and 10 made it to the finals
- Alice Wright and Sophie Connor were named CoSIDA Academic All-America and they were also First Team CoSIDA Academic All-District along with Yannick Roggatz
- The women’s team had 27 Mountain West All-Academic honors and the men’s program had 22, both totals tying program highs
- Alice Wright finished second at the NCAA 10,000-meter outdoors
- \*Sophie Connor and Calli Thackery both earned Indoor All-America honors
  
- Beach Volleyball (Jeff Nelson, Head Coach) \* 17-9
  - Had a 14-win jump from its debut season of 3-11 in 2015
  - Finished the season ranked 18th in the Dig National Poll
  - Had a span of 13 wins in 14 matches, including wins over Arizona State (twice) and California
  - The pairing of Eastyn Baleto and Marisa Doran went a program record 23-3, the first 20-win pairing in program history

Below is a list of other individual honors earned by the Lobos this past year

- Conference Players of the Year/Individual Honors (1)
  - Carl Stajduhar                                      Baseball Player of the Year
  
- Region or District Coach of the Year/Individual Honors (1)
  - Joe Franklin    Women’s Cross Country
  
- Region or District Player of the Year/Individual Honors (2)
  - Courtney Frerichs                                      Women’s Track and Field              Mountain Region
  - Chris DeVito    Baseball
  
- Conference Team Champions (2)
  - Women’s Cross Country
  - Baseball (Conference Tournament)
  
- Conference Coach of the Year (1)
  - Joe Franklin    Women’s Cross Country
  
- Conference Players of the Week (39)
  - Jason Beaulieu    Men’s Soccer-Defensive

- Chris Wehan Men's Soccer-Offensive
  - Niko Hansen Men's Soccer-Offensive
  - Nick Rochowski Men's Soccer-Defense
  - Courtney Frerichs Women's Cross Country
  - Carlos Wiggins Football-Special Teams
  - Francisco Casucci Men's Soccer-Offensive
  - Alexa Chavez Women's Soccer-Defensive
  - Ingrid Gutierrez Women's Golf
  - Ryan Langford Football-Defensive
  - Zack Rogers Football-Special Teams
  - Elijah Brown Men's Basketball
  - Hannah Johnson Women's Volleyball
  - Skye Gulatt Women's Volleyball
  - Elijah Brown Men's Basketball
  - LudivineBurguiere Women's Tennis
  - Andrea Leblanc Women's Tennis
  - Emilie Cedervärn Women's Skiing
  - Allan Hamilton Men's Indoor Track-Athlete
  - Elijah Brown Men's Basketball
  - Adam Cotton Men's Indoor Track-Athlete
  - Jannell Hadnot Women's Indoor Track-Field
  - Hayden Sabatka Men's Tennis
  - Chris DeVito Baseball-Player
  - Gustavo Morantes Men's Golf
  - Carl Stajduhar Baseball-Player
  - Chelsea Johnson Softball-Player
  - Chris DeVito Baseball-Player
  - Carson Schneider Baseball-Pitcher
  - Bart Van Leijsen Men's Tennis
  - Ingrid Gutierrez Women's Golf
  - Carl Stajduhar Baseball-Player
  - Chelsea Johnson Softball-Player
  - Calli Thackery Women's Outdoor Track-Athlete
  - Allan Hamilton Men's Outdoor Track-Field
  - Carl Stajduhar Baseball-Player
  - Courtney Frerichs Women's Outdoor Track-Athlete
  - Hayden Sabatka Men's Tennis
- First Team All-Conference (70)
    - Courtney Frerichs Women's Cross Country
    - Alice Wright Women's Cross Country
    - Rhona Auckland Women's Cross Country
    - Molly Renfer Women's Cross Country
    - Callie Thackery Women's Cross Country
    - Elmar Engholm Men's Cross County
    - Madisyn Olguin Women's Soccer
    - Chris Wehan Men's Soccer

- Hannah Johnson Women's Volleyball
- Sky Gulatt Women's Volleyball
- Adriana Palomino Swimming and Diving 500-yard freestyle
- Swimming and Diving 1650-yard freestyle
- Morgan Ginnis Swimming and Diving 50-yard freestyle
- Shayla King Swimming and Diving 50-yard freestyle
- Abigail Wheeler Swimming and Diving 200-yard butterfly
- Konoha Shinada Swimming and Diving 100-yard butterfly
- Allan Hamilton Men's Indoor Track & Field Long Jump
- Men's Indoor Track & Field Triple Jump
- Ridge Jones Men's Indoor Track & Field 60-Meter
- Elmar Engholm Men's Indoor Track & Field 800-Meter
- Yannick Roggatz Men's Indoor Track & Field Long Jump
- Sam Trigg Men's Indoor Track & Field Triple Jump
- Daniel Lam Men's Indoor Track & Field Heptathlon
- Cheyne Dorsey Men's Indoor Track & Field 4x400 Relay
- Chris Kline
- Isaac Gonzales
- Mark Haywood
- Sophie Connor Women's Indoor Track & Field Mile
- Jannell Hadnot Women's Indoor Track & Field Triple Jump
- Calli Thackery Women's Indoor Track & Field Mile
- Holly Van Grinsven Women's Indoor Track & Field 60-Meter
- Holly Van Grinsven Hurdles
- Holly Van Grinsven Women's Indoor Track & Field 4x400 Relay
- Haley Sanner
- Zoe Howell
- Larimar Rodriguez
- Emilie Cedervärn Skiing Nordic
- Elijah Brown Men's Basketball Coaches
- Men's Basketball Players
- Tim Williams Men's Basketball Coaches
- Cherise Baynon Women's Basketball
- Ingrid Gutierrez Women's Golf
- Emily Olivier Women's Tennis Singles
- Women's Tennis Doubles
- Andrea Leblanc Women's Tennis Singles
- Dominique Dulski Women's Tennis Doubles
- Andrej Bevins Men's Golf
- Gustavo Morantes Men's Golf
- Hayden Sabatka Men's Tennis Singles
- Men's Tennis Doubles
- Bart Van Leijsen Men's Tennis Singles
- Men's Tennis Doubles
- Allan Hamilton Men's Outdoor Track & Field Long Jump
- Men's Outdoor Track & Field Triple Jump
- Sam Trigg Men's Outdoor Track & Field Long Jump
- Men's Outdoor Track & Field Triple Jump

- |                                   |  |         |
|-----------------------------------|--|---------|
| ○ Josh Kerr                       | Men's Outdoor Track & Field 1,500-Meter    |         |
| ○ Elmar Engholm                   | Men's Outdoor Track & Field 3,000-Meter    |         |
| ○ Adam Cotton                     | Men's Outdoor Track & Field 800-Meter      |         |
| ○ Graham Thomas                   | Men's Outdoor Track & Field 3,000-Meter    |         |
| ○ Markus Miller                   | Men's Outdoor Track & Field High Jump      |         |
| ○ Daniel Lam                      | Men's Outdoor Track & Field Decathlon      |         |
| ○ Scott Bajere                    | Men's Outdoor Track & Field 4x100 Relay    |         |
| ○ Carlos Salcido                  |  |         |
| ○ Ridge Jones                     |  |         |
| ○ Allan Hamilton                  |  |         |
| ○ Carlos Salcido                  | Men's Outdoor Track & Field 4x400 Relay    |         |
| ○ Isaac Gonzales                  |  |         |
| ○ Mark Haywood                    |  |         |
| ○ Cheyne Dorsey                   |  |         |
| ○ Sophie Connor                   | Women's Outdoor Track & Field 800-Meter    |         |
| ○ Calli Thackery                  | Women's Outdoor Track & Field 10,000-Meter |         |
| ○ Jannell Hadnot                  | Women's Outdoor Track & Field Triple Jump  |         |
| ○ Courtney Frerichs               | Women's Outdoor Track & Field 1,500-Meter  |         |
| ○ Emily Hosker-Thornhill          | Women's Outdoor Track & Field 1,500-Meter  |         |
| ○ Alice Wright                    | Women's Outdoor Track & Field 5,000-Meter  |         |
| ○ Samantha Bowe                   | Women's Outdoor Track & Field Long Jump    |         |
| ○ Aasha Marler                    | Women's Outdoor Track & Field Triple Jump  |         |
| ○ Chelsea Johnson                 | Softball                                   |         |
| ○ Carl Stajduhar                  | Baseball                                   |         |
| ○ Tyler Stevens                   | Baseball                                   |         |
| ○ Jared Holley                    | Baseball                                   |         |
| ○ Chris DeVito                    | Baseball                                   |         |
| ● Second Team All-Conference (14) |  |         |
| ○ Heleene Tambet                  | Women's Cross Country                      |         |
| ○ Emily Hosker-Thornhill          | Women's Cross Country                      |         |
| ○ Dan Milechman                   | Men's Cross Country                        |         |
| ○ Cassie Ulrich                   | Women's Soccer                             |         |
| ○ Maddie Irwin                    | Women's Soccer                             |         |
| ○ Niko Hansen                     | Men's Soccer                               |         |
| ○ Chris Gurule                    | Men's Soccer                               |         |
| ○ Carlos Wiggins                  | Football                                   |         |
| ○ Carl-Johan Öster                | Skiing                                     | Alpine  |
| ○ Petteri Vaherkoski              | Skiing                                     | Nordic  |
| ○ Eva Sever Rus                   | Skiing                                     | Nordic  |
| ○ Tim Williams                    | Men's Basketball                           | Coaches |
| ○ Mariah Rimmer                   | Softball                                   |         |
| ○ Luis Gonzalez                   | Baseball                                   |         |
| ● Third Team All-Conference (2)   |  |         |
| ○ Josh Goss                       | Men's Soccer                               |         |



- Josh Dye Men's Soccer
- Freshman All-Conference (3)
  - Francisco Casucci Men's Soccer
  - Patrick Khouri Men's Soccer
  - Jaisa Nunn Women's Basketball
- Honorable Mention All-Conference (8)
  - Dylann O'Connor Women's Soccer
  - Emily Chavez Women's Soccer
  - Simone Henderson Women's Volleyball
  - Cassie House Women's Volleyball
  - Dakota Cox Football
  - Eden Mahina Football
  - Nik D'Avanzo Football
  - Khadijah Shumpert Women's Basketball
- All-Region/District (9)
  - Chris Wehan Men's Soccer
  - Chris Gurule Men's Soccer
  - Elijah Brown Men's Basketball
  - Chelsea Johnson Softball
  - Mariah Rimmer Softball
  - Chris DeVito Baseball First Team
  - Luis Gonzalez Baseball Second Team
  - Jared Holley Baseball Second Team
  - Carl Stajduhar Baseball Second Team
- National Players of the Week (1)
  - Chris Wehan Men's Soccer
- National Coach of the Year (1)
  - Joe Franklin Women's Cross Country
- National Champion (1)
  - Courtney Frerichs Women's Outdoor Track & Field Steeplechase
- All-America(n) (16)
  - Courtney Frerichs Women's Cross Country
  - Alice Wright Women's Cross Country
  - Rhona Auckland Women's Cross Country
  - Molly Renfer Women's Cross Country
  - Callie Thackery Women's Cross Country
  - Rob Greig Men's Skiing Giant Slalom
  - Emilie Cedervärn Women's Skiing Nordic
  - Freestyle

- Kati Roivas Women's Skiing Nordic  
Classical
  - Emilie Cedervärn Women's Skiing Nordic  
Classical
  - Eva Sever Rus Women's Skiing Nordic  
Classical
  - Sophie Connor Women's Indoor Track & Field Mile
  - Calli Thackery Women's Indoor Track & Field 3,000-Meter
  - Carl Stajduhar Baseball
  - Andrew Pratt Baseball Freshman All-American
  - Alice Wright Women's Outdoor Track & Field 10,000-Meter
  - Courtney Frerichs Women's Outdoor Track & Field Steeplechase
- Conference All-Academic (221)
    - Mountain West Fall All-Academic 199
    - CUSA Men's Soccer All-Academic 22
  - National Coaches Association Team Academic Team of the Year (1)
    - Women's Cross Country National Academic Team of the Year
  - Academic All-District (14)
    - Jason Beaulieu Men's Soccer
    - Chris Gurule Men's Soccer
    - Josh Dye Men's Soccer
    - Cassie Ulrich Women's Soccer
    - Alyssa Coonrod Women's Soccer
    - Hannah Johnson Women's Volleyball
    - Cullen Neal Men's Basketball
    - Tim Williams Men's Basketball
    - Alex Estrella Baseball
    - Chris DeVito Baseball
    - Emilie Cedervärn Skiing
    - Alice Wright Track and Field/Cross Country
    - Sophie Connor Track and Field/Cross Country
    - Yannick Roggatz Track and Field/Cross Country
  - Academic All-America(n) (6)
    - Josh Dye Men's Soccer First Team
    - Chris DeVito Baseball Third Team
    - Alex Estrella Baseball Third Team
    - Emilie Cedervärn Skiing First Team
    - Alice Wright Women's T&F/XC First Team
    - Sophie Connor Women's T&F/XC First Team
  - National Finishes
    - Women's Cross Country NCAAs National Champions

○ Women’s Indoor Track and Field	NCAAs	35th
○ Skiing	NCAAs	6th
○ Women’s Basketball	WBI	First Round
○ Women’s Outdoor Track & Field	NCAAs	15th
○ Men’s Golf	NCAAs	(Regionals-7 <sup>th</sup> )
○ Women’s Golf	NCAAs	(Regionals-16 <sup>th</sup> )
○ Baseball	NCAAs	T-33rd

**ACADEMICS**

UNM Athletic NCAA Graduation Success Rate (GSR): 79% for 2015 (this factors in transfer students and mid-year enrollees).

In Spring 2016 UNM student-athletes scored a 3.31 cumulative GPA, an all-time department high. It marked the ninth consecutive semester in which UNM student-athletes have achieved at least a 3.20 grade point average.

Lobo female student-athletes had a record high 3.54 GPA in Spring 2016. This marked the 12th consecutive semester that UNM’s female student-athletes have garnered a cumulative GPA of 3.40 or better and the 18th straight semester of a 3.30 or better. UNM’s female student-athletes have now had a cumulative GPA of 3.0 or better for 36 straight semesters.

Lobo male student-athletes earned a cumulative GPA of 3.13 for Spring 2016 semester. This is the ninth consecutive semester the Lobo men have had a GPA of a 3.0 or higher.

The Mountain West 2015-16 Scholar-Athlete Award honored a conference-high 145 UNM student-athletes. The award is one of the highest academic honors bestowed by the Conference. To be eligible, student-athletes must have completed at least two academic terms at the member institution, while maintaining a cumulative grade point average of 3.5 or better and have participated in varsity competition in an NCAA-sponsored sport.

New Mexico led the Mountain West in 2015-16 Academic All-Conference Awards as 199 student-athletes were honored. In addition, many Lobo individual sports led the conference including women’s soccer, men’s basketball, women’s basketball, men’s golf, women’s golf, and softball. The award recognizes student-athletes who have completed one academic term at the member institution while maintaining a cumulative grade point average of 3.0 or better, and who started or were significant contributors on their athletic teams.

For the sixth consecutive year, UNM had all 21 sports above the mandated 930 mark in the NCAA Academic Progress Rate Institutional Report, released publicly by the NCAA today. The report, which is the 2013-14 report, does not contain sand volleyball, which began this past academic year. Beach volleyball is not included in the latest APR report.

APR is a combination of eligibility and retention scores. For each semester, a student-athlete can account for two points, one for returning to school, and one for being eligible. The total points accumulated is divided by the total points possible, and then multiplied by 1,000 to get the raw score. All 21 of UNM’s sports were easily above the 930 mark established by the NCAA, and in fact,

19 of the 21 sports were above 968, and none were below 949. Men's golf, men's tennis, women's golf, and women's tennis all had perfect 1,000s for the 2014-15 single-season report.

Women's tennis, men's tennis, men's golf, and women's golf had perfect four-year scores of 1,000, while five others scored in a 980s or 990s (women's soccer 993, women's track 992, women's skiing 992, men's track 987, and men's basketball 980).

The UNM Athletic Department celebrated 43 student-athlete graduates in Spring 2015 and 28 in Fall 2015 for a total of 71 over the 2015-16 academic year.

Six Academic All-Americans were honored this past year, Josh Dye of men's soccer (First Team), Emilie Cedervärn of skiing (First Team); Alice Wright of track and field (First Team), Sophie Connor of track and field (First Team), Chris DeVito of baseball (Third Team), and Alex Estrella of baseball (Third Team). It marked the 15<sup>th</sup> consecutive year that UNM had two student-athletes earn CoSIDA Academic All-American honors. Overall they were the 92<sup>nd</sup>, 93<sup>rd</sup>, 94<sup>th</sup>, 95<sup>th</sup>, 96<sup>th</sup>, and the 97<sup>th</sup> CoSIDA Academic All-Americans in school history.

- 14 student-athletes earned Academic All-District honors:
  - Jason Beaulieu                      Men's Soccer
  - Chris Gurule                         Men's Soccer
  - Josh Dye                                Men's Soccer
  - Cassie Ulrich                         Women's Soccer
  - Alyssa Coonrod                       Women's Soccer
  - Hannah Johnson                      Women's Volleyball
  - Cullen Neal                            Men's Basketball
  - Tim Williams                         Men's Basketball
  - Alex Estrella                         Baseball
  - Chris DeVito                         Baseball
  - Emilie Cedervärn                     Skiing
  - Alice Wright                         Track and Field/Cross Country
  - Sophie Connor                       Track and Field/Cross Country
  - Yannick Roggatz                      Track and Field/Cross Country

The University of New Mexico recognized 295 Student-Athletes as a part of the 2015-16 Scholar-Athlete Banquet. The event recognizes Student-Athletes who have achieved excellence in the classroom and on the playing field with a cumulative GPA of 3.20 or higher.

## FUNDRAISING AND FINANCIALS

Athletics is proud that over 70% of the UNM athletics budget is self-generated. Ticket sales, advertising sales, Lobo Club donations for scholarships, and gift-in-kind make up a large majority of the self-generated amount.

The Lobo Club had 3,535 members for 2014-15, and raised approximately \$10 million in restricted

and unrestricted cash, utilized gift-in-kind and major gift pledges to support UNM Athletics (included in that total is \$2.9 million in the Lobo Scholarship Fund). Over 200 gift-in-kind partners pledged nearly \$3 million, a total that includes numerous local businesses.

### **SIGNIFICANT DEVELOPMENTS**

UNM again had facility and digital improvements in 2015-16. Facility-wise, a new sound system was added to University Stadium, allowing for a better fan-experience.

Santa Ana Star Field served as the host for the 2016 Mountain West Tournament, hosting 11 games and seven teams over a four-day span in May. In addition, UNM hosted the NCAA Cross Country Regionals in November, the Mountain West Indoor Track and Field Championships in February, and the NCAA Men's Golf Regionals in May.

New Mexico's Twitter presence increased 71.2%, jumping from 33,000 followers to just over 56,500 followers. New Mexico's Facebook page now has over 77,000 likes. Every program for UNM now has a presence on social media, and the department launched an official Snapchat channel.

### **III. CURRENT PROJECTS**

Athletics recently completed its 2015-2020 Strategic Plan (included as Appendix A). There are many on-going current projects. The two major projects that will greatly influence our programs is the completion of the R.D. and Joan Dale Hubbard Baseball Clubhouse Project, which will be ready in time for the season, and upgrading the WiFi at WisePies Arena, allowing for our fans to have better access to social media during baseball events.

Athletics is continuing ambitious scheduling for its teams, including several high-profile games in the upcoming years in football. The Tow Diehm facility football offices are in the midst of being renovated, updating them after nearly 20 years.

### **IV. FUTURE PLANS/GOALS**

The main project will be a permanent Olympic Sports Athletic Performance facility where the current temporary facility is currently housed. We are also in the planning and site survey stages for a permanent home for our newest sport, Beach Volleyball (formerly known as Sand Volleyball). We also are in the beginning stages of upgrading our football facility.

### **V. PERSONNEL APPOINTMENTS/SEPARATIONS**

The University of New Mexico announced several staff changes in 2015-16.

Terrence Rencher	Men's Basketball Assistant Coach
Jake Tapp	Swimming & Diving Assistant Coach
Buddy Gouldsmith	Baseball Assistant Coach

Vicki Manser	Volleyball Assistant Coach
Mike Mulcahy	Assistant Director, Communications
Amy Sergeant	Women's Tennis Assistant Coach
Carla Garrett	Assistant Director, Athletic Performance
Mike Marcelli	Sr. Associate A.D./CFO
Katelynn Herrington	Swimming & Diving Director of Operations
Eugene Canal	Associate Director, Communications
James Butler	Track & Field/XC Assistant Coach
Laura Bowerman	Track & Field/XC Assistant Coach
Jade Ellis	Track & Field Assistant Coach
Josh Suchon	Women's Basketball Play-by-Play
Ova Pasha Khan	Nordic Skiing
Shelby Pendley	Softball Assistant Coach
Jessica Garcia	Softball Assistant Coach
Stan Eggen	Football Assistant Coach
Paul Maestas	Women's Soccer Assistant Coach
Aurmon Satchell	Head Athletic Performance Coach
Mike Bradbury	Head Women's Basketball Coach
Valerie King	Women's Basketball Assistant Coach
Erin Grant	Women's Basketball Assistant Coach
Aarika Hughes	Women's Basketball Assistant Coach
Andy Grubb	Assistant Director, Athletic Performance
Vince Natali	Director of Recruiting, Football
Les Myers	Associate A.D.-Student Development
Eric Schultz	Associate A.D.-Compliance
Derek Sokoloff	Student Success Manager-Football
Ariel Arevalo	Financial Assistant
Jalen Dominguez	Assistant A.D.-Development
Jessica Philbrook	Associate Director of Development
Paige Tapp	Director of Premium Seating
Andrew Weider	Senior Manager for Lobo Sports Properties
Matt Phillips	Senior Manager for Lobo Sports Properties
Marcus Pauda	Manager for Lobo Sports Properties
James Glover	Lobo TV Assistant Producer
Stephen Williams	Lobo TV Assistant Producer
Sarah Rose	Marketing Assistant
Chris Knavel	Account Executive
Jamie Mondragon	Marketing Assistant

As a whole, Athletics is proud of the athletic and academic successes that occurred during the 2015-16 academic year, and will continue to strive to represent the university, the city of Albuquerque, and the state of New Mexico in the highest possible manner.

## APPENDIX I

***THE UNIVERSITY of NEW MEXICO***

ATHLETIC DEPARTMENT | 2015-2020 STRATEGIC PLAN

**DEVELOPING LOBOS FOR LIFE**



***#LOBOS4LIFE***



# UNIVERSITY OF NEW MEXICO

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DEVELOPING LOBOS FOR LIFE  
A STRATEGIC PLAN • 2015-2020



# **UNIVERSITY OF NEW MEXICO**



## **DEVELOPING LOBOS FOR LIFE** *STRATEGIC PLAN FOR ATHLETICS*

### **STATEMENT OF PURPOSE**

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The University of New Mexico Department of Athletics is at the end of a planning cycle that has seen tremendous growth and positive change in the department and within its sports programs. The accomplishments of the 2009-2014 plan are defined in the Appendix I of this document. The purpose of the accompanying Strategic Plan is to build upon the success of the past and create a vision for the future of Lobo Athletics.

The accompanying plan will serve as a guide the University of New Mexico Department of Athletics as it sets new priorities, identifies and allocates resources, and serves to create a unifying direction for coaches, student-athletes, and athletics' staff, the University community, including faculty, administration, alumni and supporters. As the University of New Mexico asserts itself as a regional University and the Flagship University of the state of New Mexico, this plan seeks to:

- Clearly define the Department of Athletics' Mission, Vision, and Core Values;
- Ensure alignment with the University and the region's Vision and Core Values;
- Identify specific goals and action steps that will enable New Mexico Athletics to achieve its commitment to the University, student-athletes, alumni and supporters;

- Provide a management, planning and assessment tool for the President and the Director of Athletics;
- Enable and foster a collaborative positive working environment for students, faculty, coaches, and staff through common goals initiatives.

The **DEVELOPING LOBOS FOR LIFE** Strategic Plan establishes goals and priorities for Athletics and clearly defines the Department's purpose and mission—"Developing Lobos for Life." The Plan is intended to serve as a clear and collaborative guide for the operation of the Athletics program through at least 2020, although some initiatives may carry over beyond that date. The Plan is intended to be a fluid document that will adapt as the ever-changing landscape of college athletics demands. With ever increasing demands upon athletics, this plan encourages growth, expansion and a clear plan for regional growth. The plan encourages broad-based oversight and University-wide participation in the future of Lobo Athletics.

The core of a successful implementation of the plan will rest upon the University community's ongoing commitment to building a quality Division I intercollegiate athletic experience for a diverse population of student-athletes. The effectiveness of the Plan will be further reliant upon the University and the region to assume a shared commitment to the Athletics program, its contributions to the state and its shared commitment to the well-being of the student-athletes that has characterized the planning process.

## EXECUTIVE SUMMARY

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In late May 2014, the New Mexico Department of Athletics was nearing the end of the five-year plan that had guided their program since the plan's implementation in 2009. The Athletics Department, led by Vice President for Athletics Paul Krebs, initiated a process to develop a strategic plan that would serve the Department into the year 2020 and beyond. Collegiate Sports Associates (CSA) was engaged by Krebs to assist in the planning process.

With the objective of the plan being to create a plan that could lead the Department through an ever-changing landscape of intercollegiate athletics, the Vice President for Athletics appointed a Strategic Planning Steering Committee of eighteen (18) members from a wide range of constituent groups to oversee the strategic planning process. The Strategic Plan that was created will serve as a guide and unifying document of reference for coaches, student-athletes, athletics department staff, the University community, alumni, stakeholders throughout the region, and supporters of Lobo Athletics.

A broad based Mission, Vision, and Core Values (M/V/CV) Work Group supported the Steering Committee. The Committee's charge to the M/V/CV Work Groups, composed of eleven (11) members was to review the current Athletics' Mission and Vision Statements as well the established Core Values for the Athletics Program and make any revisions that would provide a foundation for the overall strategic planning process. The resulting Mission, Vision, and Core Values statements were shared with constituent groups and approved by the Vice President for Athletics and the Strategic Plan Steering Committee.

After thoroughly reviewing the results of a Landscape Analysis of the current status of the Athletic Program, the M/V/CV Work Group developed a draft of Goals and Objectives for the Athletics Program. These Goals and Objectives became the starting point for other Work Groups charged with fully developing the various components of the Strategic Plan. Work Groups were appointed to further refine the Goals and Objectives in six priority areas. Ultimately each of the six Work Groups identified the strategies needed to reach the goals set for their area of concentration as well as the action steps required to implement the strategies, assigned accountability for each action step and time frames for completion, anticipated resource requirements, and identified key metrics for measuring progress.

Todd Turner, President of Collegiate Sports Associates and the lead consultant for the Strategic Planning process, initiated the planning project with a presentation on the future of intercollegiate athletics to the entire Athletics Department on May 18, 2014. A Landscape Analysis of the status of the Department and its aspirations was conducted in June. The analysis included an on-line survey of the observations and opinions of staff, faculty, supporters, students, student-athletes, head coaches and athletic staff. The survey yielded 211 responses and the results of the survey were shared with the M/V/CV Work Group, as were the

observations of Vice President for Athletics, Paul Krebs. The assessment also included personal interviews by consultants Todd Turner, and CSA VP Pam Overton with a member of the Board of Regents, distinguished donors, student-athletes, athletics staff and University administration, including the President of the University, Dr. Robert G. Frank.

The Landscape analysis indicated that the Department is healthy and moving forward in a cohesive mission to support student-athlete development, excel in athletic competition, and to do so with integrity. The analysis also revealed the need to tell this story effectively within the University and the region. While the University and the Athletics Department have always valued doing more with less, it is increasingly more difficult to achieve excellence within the resources available. The survey indicated it will be necessary to make a renewed effort to identify new sources of revenue and additional regional support for the athletics program. The analysis indicated great pride in the accomplishments of student-athletes in the classroom and the staff and facilities that have been put in place to support academic achievement. The department rightfully takes pride in the fact that the current debt for athletic facilities is well below other comparable programs, but maintenance and upgrades continue to be of concern. Many of those surveyed and the VP for Athletics indicated a need for better communication. As athletic programs develop there is a tendency to develop operational silos that would benefit from better communication and collaborative efforts. Responses indicated that morale within the Department would improve if there were better avenues of communication within the department. As the quest for competitive excellence becomes more and more complex, there is a need to establish clear goals for individual sports programs and the expectations within the changing landscape of college sports. As these goals are set, the Department would benefit from some reward system and acknowledgement of those who go above and beyond to be part of the team.

These analyses were presented to the Strategic Planning Steering Committee on July 23, 2014. The results served as a basis for the work of the M/V/CV Group that initially developed the goals and objectives that were the basis of the Strategic Plan. This M/V/CV Work Group met for a one-day retreat to thoroughly review the Landscape Analysis and develop the framework of what was to become the framework for the Strategic Plan.

After the M/C/CV Work Group completed their work, six additional Work Groups were appointed by the Director of Athletics to complete the work on the six priority areas identified by M/V/CV Work Group. The six Work Groups were made up of individuals with a wide range of expertise from throughout the athletic department and the University. The Work Groups were charged with identifying strategies in six goal categories. The Groups developed major goals spread among the six priority areas. The priority areas and their goal statements include:

1. **STUDENT-ATHLETE WELL-BEING** – Lobo Athletics will prepare Student-athletes to be Lobos for Life.
2. **COMPETITIVENESS** - All Lobo teams will be positioned to compete regularly for Conference Championships and advance in postseason play.

3. **COMMUNICATIONS** - Lobo Athletics will effectively tell our story to all our internal and external constituents.
4. **RESOURCES** - Lobo Athletics will generate resources to support a 3.6 % annual growth in budgeted revenue, assuming a 3% annual growth in budgeted expenditures, which will lead to a one million dollar reserve fund.
5. **GOVERNANCE** – Lobo Athletics is a source of pride for all of New Mexico because we compete successfully, operate with integrity and represent the entire state with dignity.
6. **CULTURE** - Lobo Athletics Developing Lobos for Life is all inclusive—(staff, coaches, fans).

The Work Groups developed nineteen (19) strategies to be implemented in order to achieve the strategic goals and objectives. Additionally they identified ninety-four (94) action steps that would be needed to fully activate the nineteen strategies to achieve the goals of the Plan. In addition to identifying strategies and action steps, the Work Groups developed a tracking grid that assigned accountability, estimated resource requirements, identified key measurements, and set time frames for the completion of each action step and strategic initiative. They also put together a detailed master time-line for tracking progress on the implementation of the plan.

During the months of September and October, Mr. Krebs was kept abreast of the progress of these working groups and in late October the groups met to share their work with each other and presented a draft to Mr. Krebs. On November 12, 2014 a meeting was held to share the draft with the Department of Athletics staff and the Strategic Plan Steering Committee for their endorsement and ultimate adoption. The resulting Strategic Plan, which serves as a management tool for the Department of Athletics and as a guide for the University is set for adoption and immediate implementation.

## THE STRATEGIC PLANNING PROCESS

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The preparation to begin a Strategic Plan began in May 2014. The University of New Mexico Vice President for Athletics, Paul Krebs engaged Collegiate Sports Associates for Athletics, to assist in the planning process.

The initial step in the CSA planning process for the Strategic Plan was to provide context for developing the plan and clearly define expected outcomes. Paul Krebs, and CSA Consultant, Todd Turner, presented an overview of the planning process and desired outcomes to the Athletics Department on June 18. (Exhibit A)

### LANDSCAPE ANALYSIS

In August, 2014, Collegiate Sports Associates conducted personal interviews and collected data via an electronic survey as a part of the landscape analysis (Exhibit B)

As a part of the analysis Todd Turner, President of Collegiate Sports Associates/Lead Consultant, and Pam Overton VP of Collegiate Sports Associates, visited campus for two days. They met various stakeholders including senior administrators in the Athletics Department, University administrators, and faculty. They also met with key supporters Rick Galles, Jerry Geist, Steve Chavez and Adam Harrington as well as Regent Jamie Koch.

An electronic survey designed to gather observations and opinions of key stakeholders was administered to all athletic staff, SAAC Board (student-athletes), Athletic Council, Lobo Club Board and the Steering Committee for the Strategic Plan. In addition to this analysis were the observations of Vice President for Athletics Paul Krebs (Exhibit C).

The interviews and survey findings revealed many of the unique features of the University of New Mexico Athletics. Among them are:

1. **There is a sense of pride in being a visible and successful part of the Flagship University of the state of New Mexico and the region and state leadership is very supportive.**

This is enviable and something to be nurtured and directed to help the athletics program grow its base of support. Many responses indicated that efforts should be stepped up and that the entire region will be enhanced through the visibility and success of a competitive athletics program.

**2. There is an unwavering commitment to the academic success and the well-being of the student-athlete.**

The Center for Student-Athlete Success represents a significant commitment to the mission of the University and the Department of Athletics. There has been a commitment to staff (Clinical Psychologist and a Certified Sports Nutritionist have been added to staff) and other resources to support the academic mission. Those interviewed take great pride in the success of student-athletes in the classroom.

**3. Championship performances have been an expectation even in a culture of doing “more with less.”**

UNM has fostered the development of championship performances and has won Conference championships in eight sports in each of the past two years. As these Championship performances have been achieved, expectations have risen and all teams are striving for Top 3 finishes in the Mountain West Conference.

**4. There is a strong culture of integrity and compliance.**

UNM Athletics has a reputation of integrity and commitment to rules, regulations and University guidelines. All those interviewed or responded indicate this culture must be nurtured in order for the program to be successful.

**5. There is a commitment to cultivating and rewarding coaching talent.**

UNM remains competitive in coaching salaries and in identifying and attracting coaching talent.

There also appeared to be a consistent acknowledgement of trends that challenge the effective operation of the Athletic Department:

**1. Communication within the Department needs to be improved.**

Staff feels underappreciated and feels that better communication would lead to better morale within the department. While most of the staff supports the administration, they are looking for a more inclusive administrative process and one that rewards success.

**2. Silos have started to re-emerge and the Department needs a renewed commitment to teamwork.**

For the Department to operate most effectively, the administration needs to address the issues of transparency and teamwork. A more supportive culture needs to be established in recruiting, identifying resources, and getting out the message of Lobo

Athletics. Things such as coaches and staff attending each other's events, socializing across sports, and developing a Department-wide commitment to recruiting in all sports should improve teamwork.

**3. National governance issues are affecting all athletics programs and UNM needs a clearly articulated response plan.**

As the landscape continues to change, the University, the Department of Athletics, the Board of Regents, and the support base must be aligned in their plan to keep UNM viable as a part of the Conference and the national competitive landscape.

**4. Revenue generation is essential for continued success.**

While this is not new to the Department of Athletics, it is certainly growing in its sense of urgency. For the program to continue to perform and meet the expectations of its constituencies new revenue sources must be identified and support must continue to grow.

**5. There is a need to "tell our story" locally, regionally, nationally, and throughout the expanding international recruiting base.**

As the Department recommits to a solid foundation of teamwork, coaches and staff must unite in their efforts to get out the message of Lobo Athletics. This kind of teamwork can pay tremendous dividends. The Department should embrace all available technology and media.

There is a great anticipation that a universally supported Strategic Plan for Athletics supported by a well-articulated Vision for Lobo Athletics will make a difference in the collaborative success of the academic and athletic mission.



## THE VICE PRESIDENT FOR ATHLETICS PERSPECTIVE

Paul Krebs is a veteran athletics administrator who has been serving as Director of Athletics since June 1, 2006. In spring of 2007 he was named Vice President for Athletics. Under Krebs, New Mexico programs have been competing for conference championships and national recognition in every sport. The program has continually ranked among the top non-BCS institutions in the Learfield Sports Directors' Cup. His observations and assessment provided important context to the development of the strategic plan and included the following:

### What is working well

1. Competitiveness – doing more with less.
2. Academic Center – student-athlete success.
3. Paying and recognizing talent – coaches.
4. Campus and State leadership is very supportive.
5. Improvement to facilities – comprehensive, all with no debt (private & state support).

### Challenges (needed improvements)

1. Communication, internally especially.
2. Football & developing support.
3. Silos have started to re-emerge – need more teamwork.
4. Operating budgets.
5. Appreciation for what has been accomplished – celebrating success (championships won, s-a achievements, facility improvements, etc.).
6. Need an “identity” that speaks to who we are and what makes us unique and a high quality place to work and compete.
7. National governance issues – how will they impact UNM, how will we identify and implement our responses.
8. Fundraising and resource development, especially for operating budgets and major giving.
9. Changes in representation on the UNM Board of Regents.
10. Explaining funding models to campus colleagues.

### Opportunities

1. We should compete for the conference championship in Football.
2. Build fan support.
3. New Regents.
4. Relationship with state government.

### Goals & Priorities

1. NCAA Governance changes: How do we stay relevant nationally as a school and conference?

2. Facilities – continue to improve and maintain (baseball, track & field, skiing, wt. room for Olympic programs, football stadium renovation, branding and esthetics/identity packages).
3. Improve communication – tell our story, create a sense of team, use of social media, utilize technology effectively.
4. Student-athlete well-being – holistic support expanded to include postgraduate opportunities.
5. Improve Student-athlete participation in decision-making.
6. Revenue generation.
7. Develop a long-range fiscal strategy with projections.
8. Celebrate successes and tell our story.

## **STRATEGIC PLANNING STEERING COMMITTEE & STRATEGIC PLANNING WORK GROUP**

To oversee the planning process, a Strategic Planning Steering Committee (Exhibit D) was appointed by the Vice President for Athletics. The Strategic Planning Steering Committee members were selected to ensure broad based participation and included senior University officials, members of the faculty, senior athletics administrators, Lobo Club, Alumni Association, Letterman’s Association, SAAC, coaches, and the community. The committee was supported by a Mission/Vision/Core Values (M/V/CV) work group comprised of ten (10) individuals with significant experience in University positions, both internal and external to the Athletics Department. (Exhibit E) The (M/V/CV) group met on July 23 for a planning retreat to initiate the formal planning process.

### **Mission, Vision, and Core Values Statements**

The Mission/Vision/Core Values Work Group spent a great deal of time reviewing and discussing the information gathered in the landscape analysis. The VP for Athletics, Paul Krebs, also led a discussion of his assessment and views on where the Department’s challenges and opportunities.

The Work Group reviewed the University’s Mission, Vision, and Values (Exhibit F) as a foundational document for their planning. The Work Group also reviewed the recently adopted Mission, Vision, and Core Values of the Athletics program and discussed the relevance to the current position of UNM and the changing landscape in Division I athletics (Exhibit G).

The groups spent considerable time with the foundational aspect of the Athletics Department’s Mission. After a lengthy review, it was decided that while the currently stated Mission reflected a core commitment, it did not rise to the level of a simple statement that left no uncertainty as to the Mission the Department wanted all constituents to embrace. After considerable discussion, the M/V/CV Work Group changed the Mission Statement to

“Developing Lobos for Life.” The Work Group felt that statement reflected their commitment to student-athletes, alumni, university programs and athletic success.

After thoroughly reviewing the University of New Mexico’s stated Mission, Vision, and core Values and discussing how the Department of Athletics fit within that umbrella, the Mission Vision and Values Work Group collectively endorsed the following statements (Exhibit H):



## UNIVERSITY OF NEW MEXICO • DEPARTMENT OF ATHLETICS

### MISSION

**DEVELOPING LOBOS FOR LIFE!**

### VISION STATEMENT

The University of New Mexico athletics aspires to be the premier athletic program in our Conference and recognized as a national leader in intercollegiate athletics with an international reputation for excellence.

### CORE VALUES

**Student Athlete Experience** - We provide an environment that promotes personal, academic, athletic, and social development. We prepare Lobos for Life!

**Integrity** - We are honest, respectful, and accountable.

**Excellence** - We maximize our efforts and talents to ensure success of the Lobos.

Respect - We value the importance of diversity, fairness, goodwill and sportsmanship.

**Lobo Pride** - We support an atmosphere that embraces school spirit, honors tradition, and develops Lobos for Life!

## PRIORITIES, GOALS AND STRATEGIES

After completing the Mission, Vision, and Values Statements, the M/V/CV Work Group began identifying specific priorities for the Department. Six Priority areas were identified for the Department:

1. Student-athlete Well-being.
2. Competitiveness.
3. Communications.
4. Resources.
5. Governance.
6. Culture.

With recommendations from Kurt Esser, Departmental Coordinator of the Strategic Planning Process, and other appropriate staff, the VP for Athletics appointed six additional Work Groups (Exhibit H) to assist the M/V/CV Work Group in setting measurable goals in each of the priority areas. Ultimately, relying on the combined expertise and efforts of all groups the following goal statements were developed:

1. STUDENT-ATHLETE WELL-BEING - Prepare Student-athletes to be Lobos for Life.
  - a. Student-athletes achieve their full potential as students.
  - b. Student-athletes train and compete to reach their full potential as athletes in a safe, non-threatening environment that prioritizes their physical and emotional health.
  - c. Student-athletes are well prepared to pursue a career of their choice.
2. COMPETITIVENESS - All of our teams will be positioned to compete regularly for Conference Championships and advance in postseason play
  - a. Our teams will finish at the top of the Mountain West Conference.
  - b. We will recruit student-athletes who are champions.
  - c. Our coaches will be excellent teachers, respected national for their expertise, dedication, and competitive success.
  - d. We will provide championship facilities at the top of the Mountain West Conference.

3. COMMUNICATIONS - We will effectively tell our story to all our internal and external constituents.
  - a. The UNM “Brand” will be widely known.
  - b. We will be fully engaged in the life of our State and local community.
  - c. We will use all available technology to deliver our message.
  - d. We will enhance communication with student-athletes and staff.
  
4. RESOURCES - We will generate resources to support a 3.6 % annual growth in budgeted revenue, assuming a 3% annual growth in budgeted expenditures, which will lead to a one million dollar reserve fund.
  
5. GOVERNANCE - UNM is a source of pride for all of New Mexico because we compete successfully, operate with integrity and represent the entire state with dignity.
  - a. We will operate with integrity and ethical behavior and comply with all rules, regulations and laws that are applicable to the Athletic Department.
  - b. We are positioned to proactively address changes in the national landscape of NCAA Division I athletics.
  - c. We are committed to engaging University leadership, legislators, and community leaders on the mission of the Athletics Department and the University as a whole.
  
7. CULTURE - Developing Lobos for Life includes all of us—(staff, coaches, fans)
  - a. The entire athletics staff will be fully engaged in the Athletic Department, including the daily operation and the implementation of the Strategic Plan.
  - b. We will recognize and celebrate our collective and individual accomplishments.
  - c. We will promote a spirit of good sportsmanship, great customer service and community.
  - d. We will seek opportunities for professional growth for all staff and coaches.
  - e. We will study office and facility logistics as an element in a great department culture.

Each of the six Work Groups also developed a series of strategies and action steps that when pursued, would enable the successful attainment of the Strategic Plan.

## **ACTION STEP MATRIX**

The Work Groups developed a comprehensive list of action steps that would be undertaken to implement the strategies and achieve the goals identified in the plan. The Matrix also defined accountability, key measurements, resource requirements, and time frames for completion that were developed and put into a management matrix document for use in tracking progress on the plan. (Exhibits I – N)

## THE FINAL REPORT

The Department of Athletics Strategic Plan for 2015-2020, DEVELOPING LOBOS FOR LIFE, was completed and submitted to the VP for Athletics and to the President for adoption in December 2014.

## EPILOGUE

The true value of Strategic Planning is not in the document that is created but in the planning process that brought people together to review, assess, examine, visualize, explore and to contribute and create. The process used to give life to this tremendously important document was intentionally inclusive to encourage broad-based participation that will ultimately lead to buy-in and ownership by the University, its many constituents, stakeholders and supporters. It is intended to be a document that encourages continuous improvement, not only in the content of the Plan, but also in continued collaboration and support for the successful operation of the Department.

Until changed through a similar collaborative and inclusive process, the Mission, Vision, and Core Values should serve as constant reminders of the significant value of the Athletics program to the distinct culture that characterizes the University of New Mexico. The values should be celebrated widely and serve as a constant reminder of the University of New Mexico's commitment to the student-athlete and the success of the entire program.

As conditions change, so too may the goals, strategies, and action steps in place to achieve change. Thus, this Strategic Plan should always be viewed as a dynamic and ever-changing document that will guide the University of New Mexico for years to come as it Prepares Lobos for Life!

UNIVERSITY OF NEW MEXICO ATHLETICS • CHRONOLOGICAL ACCOUNTABILITY						
ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
IV.1.c.i. Close Naming Rights Gift for The Pit	VP/Athletics, Associate AD/Development	Staff time, cost of re-branding arena	Average of \$500,000 per year to the Pit Renovation Fund	COMPLETED	PK	
I.2.i.i Develop and facilitate the Wellness & Intervention Team (WIT) for the purpose of identifying student-athletes in distress and engaging early intervention and support.	Clinical Psychologist	Staff / Time	Annual psych services analysis	2014 - Summer (On-Building) - COMPLETED	VV/HV	
VI.2.b.ii Lead all staff with a recognition of fellow staff (thank yous!)	C.O.O./Culture Committee	First 5 min of All-Staff		Fall 2014 (On-building) - COMPLETED	KME/TC	
V.3.c.i. Provide updates to University President and Regents on a regular basis.	Vice President for Athletics	HR: staff time	Updates provided on a regular basis.	On-Building - COMPLETED	PK	
V.3.c.ii. Provide updates to elected officials as needed.	Vice President for Athletics	HR: staff time	Updates provided on an as-needed basis.	2015 - Spring (On-Building) - COMPLETED	PK	
I.1.a.i Conduct of a survey of SAAC on how to improve their academic experience.	Life Skills Coordinator	Survey instrument & Staff Time	Develop and have students complete the survey. Review the data and develop strategies	2015 - Spring		
I.1.b.i Evaluate UNM Athletics Academic Performance Metrics	VP for Athletics & Assoc. A.D for Student Dev.	Staff Time	Performance Metrics	2015 - Spring		
I.1.c.iii Develop in-house new advisor training and continuing education programming	Life Skills Coordinator & Assoc. A.D. for Student Dev.	Staff Time	Plan developed Plan implemented	2015 - Spring		

UNIVERSITY OF NEW MEXICO ATHLETICS • CHRONOLOGICAL ACCOUNTABILITY						
ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
I.1.d.i. Develop student major selection process and educational opportunities	Assoc. A.D. Student Dev. & Advisement Staff	Staff Time Campus Collaboration	Educational Programs Implemented Major Selection Process	2015 - Spring		
I.3.a.i. Create a survey to send out to current & former student-athletes	Athletic Career Specialist & Life Skills Coordinator	Staff Time	Survey bank of questions	2015 - Spring		
II.2 a.i. Develop a "profile" for successful Student-Athletes (Academics, social, competitive)	Head Coaches, Asst. Coaches, Sport Supervisor Assoc. AD Student Development	Staff Time	Profile for each sport is complete	2015 - Spring		
II.4.a.ii Create a list of facilities that have deferred maintenance. Prioritize needs and present a budget to address needs.	Assoc. AD Facilities	Staff Time / TBD	Annual review	2015 - Spring		
II.4.a.iv. Create a set of expectations and protocols for maintaining excellent facilities.	Assoc. AD Facilities	Staff Time	Protocols presented to Athletic Director with proposed budget requirements	2015 - Spring		
III.3.a.ii. Cost analysis of current web provider for GoLobos.com. Includes apps for both apple and android.	Assistant Director/ Communications	Staff time/Amount of \$\$	Measure current costs and needs assessment to update.	2015 - Spring		
VI.1.d. Create templates for staff/committee make up, including attention to demographic makeup	H.R./Leadership Team approval	Time	Must be used and be current	2015 - Spring		



UNIVERSITY OF NEW MEXICO ATHLETICS • CHRONOLOGICAL ACCOUNTABILITY						
ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
VI.1.e. Develop a list of staff interested in working on various committees	H.R./AD Admin.	Time, organization	Must be used and be current	2015 - Spring		
VI.2.b. Review and track ticket opportunities (Balloon Fiesta, etc.)	Fun Committee/AD Admin.	Time	Give priority to non-LT & non-HC staff. Better communication methods	2015 - Spring		
VI.3.a.iii. Enhance staff involvement in community service projects with S-A	Community Service/Sr. Assoc. AD Ext.	Time, organization	Participation (Lobo Day of Service)	2015 - Spring		
VI.4.a.i. Launch a "PD" committee to plan create/review ideas for admin and staff	Leadership Team	Annual budget for education	Participation	2015 - Spring		
VI.4.a.iv. Encourage Senior Staff and Head Coaches to develop relationships/mentorships with new HC and Asst Coaches	Leadership Team/Head Coaches	Time, organization	Participation/retention/Asst. Coaches advancement	2015 - Spring		
II.1.a.i. Message the expectation of competitive success.	VP for Athletics & Sport Supervisors	Staff Time	Evidenced by including competitive success notes in staff communication and meetings and chance encounters.	2015 - Spring (On-going)		
II.2.a.iv. Fully develop the potential of student athletes, by gaining testimonials from former Student Athletes and displaying them prominently.	Alumni Lettermen's Association, Associate AD Student Development	Staff time, potential increase in Lettermen's Budget	Testimonials collected and shared.	2015 - Spring (On-going)		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
VI.1.a. Re-Launch (AND re-name) the "Fun Committee" to plan social activities for staff	Sr. Assoc. for Ext.	Time (new events may require a budget)	Committee Re-Launched Plan Introduced to Staff	2015 - Spring (On-building)		
VI.1.b. Ask members of Leadership team to "kick off" social events with a message, update or call for input	Leadership Team	Time	Participation & Feedback	2015 - Spring (On-building)		
VI.1.f. Create key messages for all staff to have on Department Goals and priorities.	Communications	Timely distribution	Annual and situational (use hazing incident template) messages	2015 - Spring (On-building)		
VI.5.a.i. Identify needs for work stations, furniture, branding elements	Culture Committee/Facility Assoc. AD/C.O.O.	Time, organization, office space?	Participation	2015 - Spring (On-building)		
iii.4.a.i. Athletic Director will meet quarterly with the SAAC	VP for Athletics	Staff Time	Communication strategies developed and created	2015 - Spring (On-building)		
III.4.a.ii. SAAC members will continue to be included in staff meetings and leadership team meetings.	Associate AD/Student Development	Staff Time	Communication strategies developed and created	2015 - Spring (On-building)		
iii.4.a.iii Staff will seek input from student-athletes on great inclusion in departmental policy decisions.	Associate AD/Student Development	Staff Time	Survey & solicit feedback on department decisions	2015 - Spring (On-building)		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
IV.1.a.i. Increase visibility of Football Head Coach & Coaching Staff through community appearances/speaking engagements per year, starting in 2014-15	Assistant AD for Marketing, Director of Football Operations	Staff & Coaches' time	Monitor coaches' appearances and report annually	2015 - Spring (On-building)		
IV.1.a.v. Explore spring events & other fan oriented events such as autograph sessions	Assistant AD/Marketing, Director of Football Operations	Staff, Team & Coaches' time	3-5 fan engagement events per sport	2015 - Spring (On-building)		
IV.1.c.ii. Increase Annual Major Gifts for The Pit Renovation Fund	Associate AD/Development, Assistant AD/Major Gifts	Staff Time	Minimum of \$200,000 per year to the Pit Renovation Fund	2015 - Spring (On-building)		
IV.1.c.iii. Improve Collection Rates for Scholarship Fund and Premium Seats	Associate AD/Development	Staff time, cost of mailings	Increase in collection rates	2015 - Spring (On-building)		
V.1.a.i Provide education throughout the year to university staff and student-athletes regarding rules and regulations.	Asst. Athletics Director for Compliance	HR: staff time; potential printing costs	Ensure that at least one rules education session was available to every staff member and student-athlete during the academic year.	2015 - Spring (On-building)		
V.1.a.ii. Provide education to donors and community members (i.e. high school students and personnel, etc.) regarding rules and regulations applicable to them.	Asst. Athletics Director for Compliance	HR: staff time; potential printing costs	Meet with Lobo Club Board of Directors at least once each academic year. Outreach to community members through in-person meetings or distribution of educational materials/information at least	2015 - Spring (On-building)		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
V.2.a.ii. Anyone active on a committee must provide updates to the Athletic Department regarding national news/trends on an annual basis.	Staff who serve on various committees	HR: staff time; potential cost to travel to meetings	Address Athletic Dept. staff at least once per academic year at an All-Staff Meeting regarding the work of their committee and any national news or trends.	2015 - Spring (On-building)		
V.2.b.i. Develop policies for coaches and staff to attend their National Association Meetings. Reward those who take leadership positions in their associations.	Director of Human Resources and Leadership Team	HR: staff time; cost for membership fees and potential travel costs	Attendance rate reported to Leadership Team on annual basis for staff in each area. This should include who in each area holds leadership positions in their associations.	2015 - Spring (On-building)		
V.2.b.ii. Coaches and staff are required to provide an update on their association status.	Coaches and staff who have associations that they could choose to join	HR: staff time	Reports collected on an annual basis	2015 - Spring (On-building)		
V.3.a.i. Invite staff and faculty leaders to an athletic event with legislator/community leaders to promote open communication.	Assoc. AD for Student Development (with input from Leadership Team about who should be invited)	HR: staff time	Review program annually to ensure that invitations have been extended to staff and faculty leaders.	2015 - Spring (On-building)		
I.1.d.iii Educate students on the proper use of Lobo Trax (degree audits and degree plans)	LCSAS Advisement Staff	Staff Time	Student Advisement Survey	2015 - Spring (On-building)		
I.1.d.iv Have students review and follow their degree plans for their respective majors upon the acceptance into a major	LCSAS Advisement Staff	Staff Time	Student Degree Plans	2015 - Spring (On-building)		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
I.3.a.ii Work with athletic Alumni Letterman's Association to gather contact info/connect with former students	Asst. A.D. for Student Dev. & Director of Alumni Lettermen's Association	Staff Time	Meetings & follow-up	2015 - Spring (On-building)		
I.1.a.ii Enhance summer bridge program for Freshmen student-athletes	Learning Specialist & FAR	Staff Time & Collaboration with Campus Partners	Plan Dev., Plan implementation and Evaluation	2015 - Summer		
I.1.b.ii Develop new Academic Performance Metric Goals	VP for Athletics & Assoc. A.D. Student Dev.	Staff Time	Performance Metrics Goals	2015 - Summer		
I.2.a.i Review physician hours in the clinic to ensure they are meeting the needs of our students.	Head Athletic Trainer & Head Team Physician	Staff time	Schedule Change	2015 - Summer		
I.2.a.ii Review medical personnel in the training room and need for additional ATC staff.	Head Athletic Trainer & Head Team Physician	Additional Staff	Staff hired	2015 - Summer		
I.2.a.iv Schedule monthly in-service with physicians and other healthcare providers	Head Athletic Trainer & Head Team Physician	Staff Time \$500	Information dissemination	2015 - Summer		
I.2.b.ii Develop a facility improvement plan in coordination with the OPC project	Head Athletic Trainer & Athletic Trainer	Staff time	Improvement plan	2015 - Summer		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
I.2.b.iii Develop a capital equipment plan and proposal.	Head Athletic Trainer	Staff Time	Capital equipment plan and proposal	2015 - Summer	
I.2.d.iii Evaluate staffing needs	Clinical Psychologist	Staff Time	Evaluation of Staffing Needs.	2015 - Summer	
I.2.e.i Execute a needs analysis.	Athletic COO & Nutritionist	Staff/Time	needs Analysis	2015 - Summer	
I.3.a.iii Survey JR/SR student-athletes and recent graduates (within 3 yrs.) to identify needs	Asst. A.D. for Student Dev. & Life Skills Coordinator	Staff Time	Listserv Email	2015 - Summer	
I.3.a.iv. Analyze feedback to guide next steps	Asst. A.D. for Student Dev. , Life Skills Coordinator & Athletic Career Specialist	Staff Time	Final Report, Meetings & follow-up	2015 - Summer	
II.1.a.ii. Develop a bonus incentive program that rewards competitive success.	VP for Athletics & Sport Supervisors	Costs TBD	Plan to recognize success is created and implemented	2015 - Summer	
III.3.a.ii Review coaches compensation packages to remain competitive within conference.	VP Athletics, Chief Operating Officer, Sports Supervisors	Costs TBD	Based on last 5 years compensation increases, moving expenses, Head Coaches salary in top 3 of MW	2015 - Summer	
IV.1.b.i. Capitalize on all licensing opportunities, including international licensing	Sr Assoc AD/Marketing	Staff time & travel costs	Increase in international licensing revenue	2015 - Summer	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
IV.1.d.ii. Maximize Contract Terms for Special Events by analyzing facility rental fees, concessions/parking/merchandise agreements, etc.	C.O.O.	Staff Time	Increase special event revenue at The Pit and University Stadium	2015 - Summer		
VI.2.c. Establish criteria and process for nominating individuals for recognition (within athletics, campus wide and/or nationally)	Community Service/H.R.	Time to review opportunities and write nominations	Diverse participation	2015 - Summer		
VI.3.a.i. Provide education on good sportsmanship. Setting a great example for our Coaches, S-A and fans	Sport Coordinators	Time, organization	MW measures	2015 - Summer		
VI.3.a.ii. Educate staff on good ways to resolve conflict, provide constructive feedback, etc.	H.R./Leadership Team	Time in "open forums"	Staff Feedback	2015 - Summer		
VI.3.a.iii. Enhance education on diversity, equity and inclusion	Community Service/Sr. Assoc. AD Ext.	Time, organization	Participation (Lobo Day of Service)	2015 - Summer		
III.3.b.iii Create streamlined communications plan to keep up with current trends/technologies	Senior Associate AD	Staff time/Amount of \$\$	Strategies developed and created.	2015 - Summer		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
IV.1.a.iv. Explore the possibility of a fan referral & rewards program	Assistant AD/Marketing	Investment in scanning software infrastructure ~\$50K	Number of referrals and rewards program participants	2015 - Summer		
III.3.a.i. Develop a profile of success for Sport Supervisors, Head Coaches and VP for Athletics to use when a coaching opening comes at UNM.	VP Athletics, Head Coach, Sports Supervisor	Staff Time	Checklist created and shared with staff	2015 - Summer (On-going)		
III.2.c.i. Communicate important recruiting information (who is visiting, etc.) broadly within the athletics department.	Sport Supervisor, Coaches, Assistant AD Compliance	Staff Time	Point person is identified and messages are sent to all staff regarding recruiting updates.	2015 - Summer (On-going)		
II.2.a.ii. Fully educate coaches on strengths of UNM and New Mexico by updating Cosas Buenas, Lobos4Life and other recruiting materials	Sports Supervisors, Head Coaches	Staff Time	Education program developed and implemented	2015 - Summer (On-going)		
1.1.c.i Advisors participation in campus wide advisor institutes and Advise-L meetings	Assoc. A.D. Student Dev. & Asst. A.D. for Student Dev.	Staff Time	Assessment of staff participation	2015 - Summer (On-going)		
1.1.c.ii Advisors participation in state-wide, regional and national professional Dev. opportunities	Assoc. A.D. Student Dev. & Asst. A.D. for Student Dev.	Staff Time & \$4,000 annually	Assessment of staff participation	2015 - Summer (On-going)		
I.1.d.ii Develop and disseminate education and prevention on mental health and human performance topics in collaboration with Life Skills	Clinical Psychologist	Staff Time	Student-athlete surveys (SHAC, Exit Interviews & Athletics) Workshop evaluations	2015 - Summer (On-going)		



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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
I.1.d.ii Student referrals to campus advisement resources	LCSAS Advisement Staff	Staff Time	Student Advisement Survey	2015 - Summer (On-going)		
II.1.b.ii Create a 5 year plan for each sport, with potential growth opportunities	Sports Supervisor, Coaches	Staff Time	Plans completed and given to Director of Athletics	2015 - Summer (On-going)		
III.1.a.i. Develop Policies on color usage, primary logo usage and Lobos font. Update & promote brand identity standards.	Senior Associate AD/ Marketing & Revenue & Equipment Operations Manager	Staff time	Policies created & implemented	2015 - Summer (On-going)		
III.1.a.ii Develop needs assessment on what teams using branding correctly. In addition, quantify costs to get all programs updated.	Equipment Operations Manager	Staff time	Needs assessment completed. Report shared with AD and staff	2015 - Summer (On-going)		
III.1.a.v Register marks internationally and align with University expansion (Mexico, China, Brazil, Australia, New Zealand, European Union and possibly Malaysia).	Senior Associate AD/ Marketing & Revenue & UNM Global Initiatives	Staff time/Amount of \$\$	Costs assessment of registered marks on an annual basis.	2015 - Summer (On-going)		
III.2.b.i Develop strategies to improve internal communication within athletics department including student-athlete's	Senior Associate AD & SAAC President	Staff Time	Strategies developed and created. Shared with AD and staff	2015 - Summer (On-going)		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
III.2.b.iii Create an internal committee to review and approve causes and initiatives supported by athletics units and student-athletes.	Senior Associate AD/Sprint Program Coordinator & Community Relations Coordinator/SAAC President	Staff Time	Develop team & survey department to determine causes and efforts to be supported. Shared with AD and staff	2015 - Summer (On-going)	
IV.1.a.ii. Increase ticket sales (season, single & group) by 3% per year through increased advertising and enhanced focus on group ticket sales	Sr Assoc AD/Marketing, IMG Learfield Ticket Solutions	Staff time, Increase marketing budget ~\$10K	Football & Women's Basketball ticket revenue	2015 - Summer (On-going)	
IV.1.a.iii. Enhance game day experience from arrival to departure by improving customer service, increasing interaction with student-athletes, and enhancing in-game/post-game entertainment	Assistant AD for Marketing, Assistant AD for Events	Staff time, increase game day staff budget	Customer satisfaction survey, renewal rates	2015 - Summer (On-going)	
V.1.c.i. On an annual basis, review and update the Athletic Dept.'s camp and clinic manual. Distribute to staff within the department who work with camps/clinics.	Asst. Athletics Director for Compliance	HR: staff time	Annual review and distribution.	2015 - Summer (On-going)	
I.1.b.iii Develop a new plan to improve institutions academic performance metrics	Assoc. A.D for Student Dev., LCSAS Staff & Campus Partners	Staff Time & Collaboration with Campus Partners	Academic Performance Plan Dev.	2015 - Fall	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
I.1.c.i. Utilize completed study to develop a plan for an Olympic Performance Center.	Dir. of Athl. Perf., Asst. Dir. of Athl. Perf & Athletic COO	Staff / Time	Olympic Performance Center Plan	2015 - Fall		
I.1.c.ii Finalize the size, layout and essential equipment for the Olympic Performance Center.	Dir. of Athl. Perf., Asst. Dir. of Athl. Perf & Athletic COO & Assoc. AD of Facilities	Staff / Time	Layout and essential equipment established Project bid	2015 - Fall		
I.2.b.i Complete a facility audit to include comparison to other MW institutions	Head Athletic Trainer & Athletic Trainer	Staff Time	Facility Audit Comparison Report	2015 - Fall		
IV.1.b.vi. Review Athletics concessions opportunities by establishing a team to evaluate revenue potential from various concession options	VP/Athletics, Sr Assoc AD, University Purchasing	Staff time	Increase in concessions revenue	2015 - Fall		
V.1.b.i. Expand use of JumpForward database.	Asst. Athletics Director for Compliance	HR: staff time	Full implement the collection of practice log information to JumpForward.	2015 - Fall		
V.3.b.i. Create a committee to review the engagement of university leadership and community leaders on the mission of the Athletics Department.	Committee chair (appointed by Leadership Team) / Sr. Assoc. AD and SWA	HR: staff time	Creation of a committee.	2015 - Fall		
V.3.b.ii. Annual committee meeting with a report of progress and recommendations made to the VP of Athletics.	Committee chair (appointed by Leadership Team)	HR: staff time	Annual meeting and report.	2015 - Fall		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
VI.1.c. Develop an "open house" forum. Once a semester have lunch and an opportunity to ask questions	H.R./Culture Committee	Topics, Guest speakers, lunch are all costs	Participation & Feedback	2015 - Fall	
VI.4.a.ii. Launch an Assistant Coaches professional development forum	Sport Coordinators/Compliance	Time, organization	Success of Asst. moving into HC positions	2015 - Fall	
VI.4.v. Educate all staff on "Lobos for Life"	Leadership Team/Head Coaches	Time, organization, cost of new posters, banners	Staff can communicate the mission of "We Develop Lobos for Life"	2015 - Fall	
II.1.b.i Benchmark assets and resources against conference teams	Sports Supervisors	Staff Time	Benchmarked data is provided to Athletic Director	2015 - Fall	
II.2.c.ii. Develop and implement a plan to ensure that all staff understand their role in recruiting by developing a "one sheet" for all staff on recruiting tips	Sr. Associate AD, Sport Supervisors-Marketing, Assistant AD Compliance	Staff Time	One Sheet created and discussed with all staff	2015 - Fall (On-building)	
I.3.c.i Create/Maintain a database of graduates and business partners who have ties to Athletics & former athletic staff	Asst. A.D. for Student Dev. , Director of Alumni Lettermen's Association, Athletic HR Representative & Lobo Sports Properties General Manager	Staff Time	Meetings & regular upkeep of database	2015 - Fall (On-building)	
VI.2.a. Create a budget to purchase general athletics department apparel for all Athletic Department staff.	Equipment/licensing Dir.	\$10,000	Lobo Branded, not sport specific	2015 - Fall (On-building)	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
VI.2.d. Create a program for season ticket holders/donors to identify and reward great team members	Asst. AD/Events & Sr. Assoc. AD Ext.	Use of GIK, Time, Printing or web based. Pins or signs "May I help you?"	Retention of "front liners", Fan Feedback	2015 - Fall (On-building)		
VI.4.a.iii. Create ways to enhance "YP" (young professionals) experience	Leadership Team/Sports Admin program	Time, organization	Participation	2015 - Fall (On-building)		
III.1.a.iv Update all facilities (fields, offices, signage, etc.)	Associate Athletic Director - Facilities	Staff time/Amount of \$\$	Review of all facilities to determine updates	2015 - Fall (On-building)		
III.2.b.ii Analyze current external affairs structure for improving communications & promotions of athletics	General Manager/Lobo Sports Properties	Staff Time	Review current external structure & strategies to improve communication. Shared with AD and staff	2015 - Fall (On-building)		
III.3.b.iv Analyze & Assess LoboTV department to keep up with current trends	Senior Associate AD/Lobo TV Producer	Staff time/Amount of \$\$	Strategies developed and created.	2015 - Fall (On-building)		
V.1.b.ii. Collect information about best practices at other institutions and implement where needed to improve procedures and oversight.	SWA/Asst. Athletics Director for Compliance	HR: staff time; membership costs for national organizations; possible travel costs to attend conferences and meetings	Annual review of best practices at peer institutions.	2015 - Fall (On-building)		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
V.1.c.ii. Ensure that all necessary documentation related to each camp and clinic is gathered and reviewed for adherence to department policies.	Asst. Athletics Director for Compliance and Director of Human Resources	HR: staff time	Annual review to ensure that paperwork has been turned in and reviewed for all camps/clinics.	2015 - Fall (On-building)	
V.2.a.i. Active review of openings on conference and national level.	Individual to be appointed	HR: staff time	Update list annually of spots on conference and NCAA committees that will be opening within the next academic year.	2015 - Fall (On-building)	
V.3.a.ii. Re-establish LOBO caravan to strengthen relationships with rural New Mexico. Take at least one trip each academic year.	Assoc. AD for Development and Senior Assoc. AD for Marketing	HR: staff time; cost to travel	At least one trip taken somewhere within NM each academic year.	2015 - Fall (On-building)	
IV.1.b.ii. Evaluate LoboTV sponsorship opportunities	Sr Assoc AD	Staff time, additional LoboTV staff ~35K	Number of subscribers, sponsorship revenue	2016 - Spring	
IV.1.b.iii. Explore/assess premium or reserved seating & parking opportunities at Olympic sports through the creation of premium or reserved seating and parking inventory outside of Football & Basketball	C.O.O., Associate AD/Development	Build premium seating at Olympic Sports facilities ~\$TBD	Premium seating revenue and Lobo Scholarship Fund donations	2016 - Spring	
IV.1.b.iv. Actively promote Athletic facility rentals by updating facility rental sales materials and website and increasing advertising regarding rental opportunities	C.O.O., IMG Learfield Ticket Solutions	Staff time, increase advertising budget ~\$5,000	Increase facility rental revenue	2016 - Spring	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
IV.1.b.v. Propose exclusive tailgate opportunities at home events	Sr Associate AD, Associate AD/Development	Staff time, cost of tents, catering, extra game day staff	Increase in Lobo Club donations and tailgate revenue	2016 - Spring		
I.3.b.ii Implement curriculum/program	Assoc. A.D. Student Dev. & Amy Neel	Staff Time	Follow-up with participation data	2016 - Spring		
II.4.a.iii. Develop a library photos and notes of other MW and similar schools facilities	Head Coaches, Asst. Coaches, Sport Supervisor, COO Admin Asst.	Staff Time	Add to facility Master Plan wish list	2016 - Spring (On-Building)		
I.3.c.ii Provide targeted career informational sessions & excursions that tailor to the academic backgrounds of our student	Athletic Career Specialist & Life Skills Coordinator	Staff Time, Budget	Meetings, follow-up, Budget upkeep	2016 - Spring (On-Building)		
I.3.c.iii Create newsletter (quarterly) that focuses on anything and everything career Dev.	Athletic Career Specialist & Life Skills Coordinator	Staff Time	Follow-up with Career Center & other resource areas	2016 - Spring (On-Building)		
III.1.a.iii Quantify costs on all facilities (fields, offices, signage, etc.)	Associate Athletic Director - Facilities	Staff time	Costs assessment completed. Report shared with AD and staff	2016 - Spring (On-Building)		
I.1.c.iii Identify funding sources and raise the funds necessary to complete the Olympic Performance Center.	Dir. of Athl. Perf., Asst. Dir. of Athl. Perf & Athletic COO, VP for Athletics & Assoc. AD of Dev.	Staff Time/ \$5 Million	Funding sources identified and raised, construction complete	2016 - Summer		
I.2.e.ii Identify specifications of dining hall: identify potential space/existing space/size layout/staffing/etc.	Athletic COO, Nutritionist & Assoc. AD of Facilities	Staff/Time	Assessment of Needs Analysis	2016 - Summer		
I.2.e.iii Calculate cost/funding necessary to carry out project. Including cost of food.	Athletic COO, Nutritionist & Assoc. AD of Facilities	Staff/Time	Unknown until 1.2.e.i and 1.2.e.ii completed	2016 - Summer		

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS	
I.2.e.iv Develop a plan of action for meeting student-athletes needs associated with a dining hall.	Athletic COO, Nutritionist, Assoc. AD of Dev. & Sr. Assoc. AD for Mktg and Rev.	Staff/Time	Plan of Action	2016 - Summer		
II.4.a.i. Appoint a committee to update facilities master plan	Chief Operating Officer, VP for Athletics, Assoc. AD Facilities	Staff Time / TBD	Committee completes plan and presents to Athletic Director	2016 - Summer		
IV.1.c.iv. Increase Lobo Club membership to 5,500 by improving our annual Ambassador Drive, enhancing our marketing efforts, investing in additional advertising, and selling more season tickets in donor areas at Football & Basketball	Associate AD/Development	Staff time, increase marketing budget ~\$5,000	Increase in renewal rates and overall membership number	2016 - Summer		
IV.1.c.v. Increase Revenue from Premium Seating areas to at least \$2.1 million	Director of Premium Seating	Increase advertising budget ~\$2,500	Increase in club seat season & single game tickets sold	2016 - Summer		
IV.1.d.i. Continue to explore strategy for securing special events at The Pit and University Stadium	C.O.O., Assistant AD/Events	Staff Time	Increase special event revenue at The Pit and University Stadium	2016 - Summer		
II.2.a.iii. Develop an employee recognition/reward program based upon contributions to recruiting.	Sports Supervisors, Head Coaches, Sr. Associate AD	Staff Time	Program developed and implemented. All staff fully engaged in recruiting	2016 - Summer (On-Building)		
II.1.a.iii. Recognize and reward competitive success in a central location.	VP for Athletics & Sport Supervisors	Costs TBD	Central location is identified and records and success become visible	2017 - Summer		



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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
III.3.a.i. Coordinate needs assessment to enhance game day experience. This includes Wi-Fi technology in all venues	Associate Athletic Director/Facilities & Assistant AD/Events	Staff time/Amount of \$\$	Measure current costs and needs assessment to update.	2019 - Spring	

