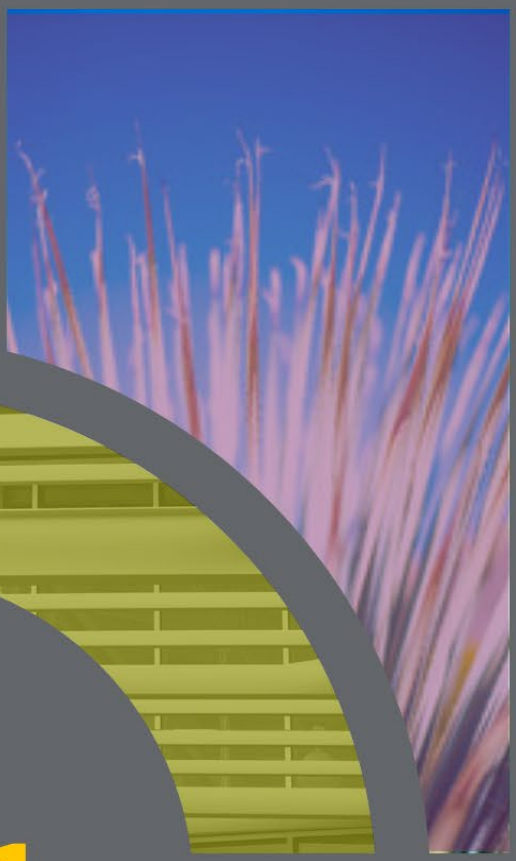
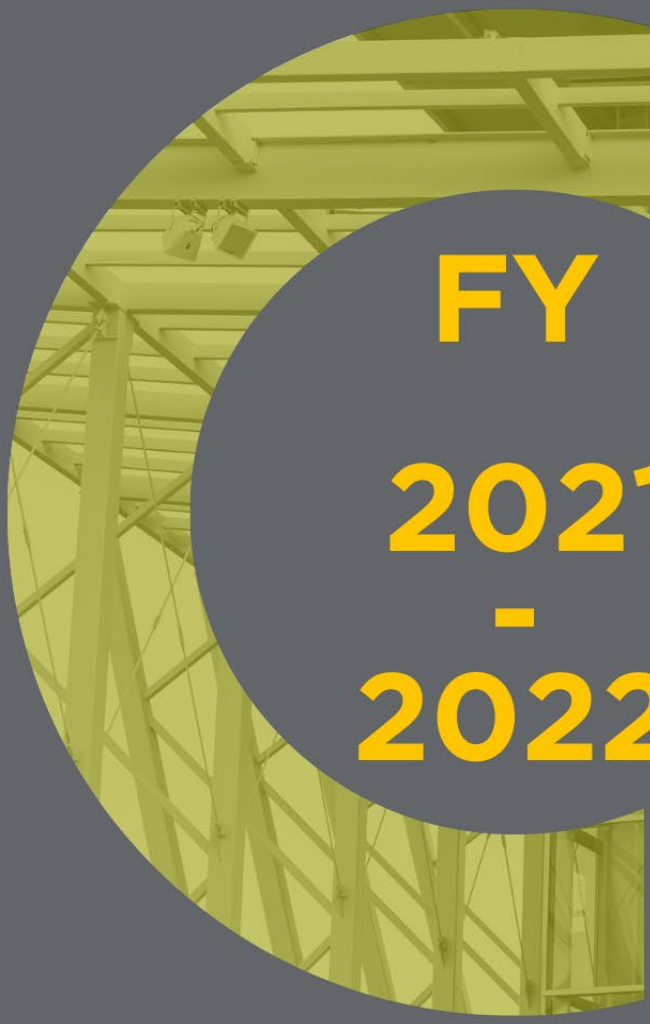
ANNUAL REPORT

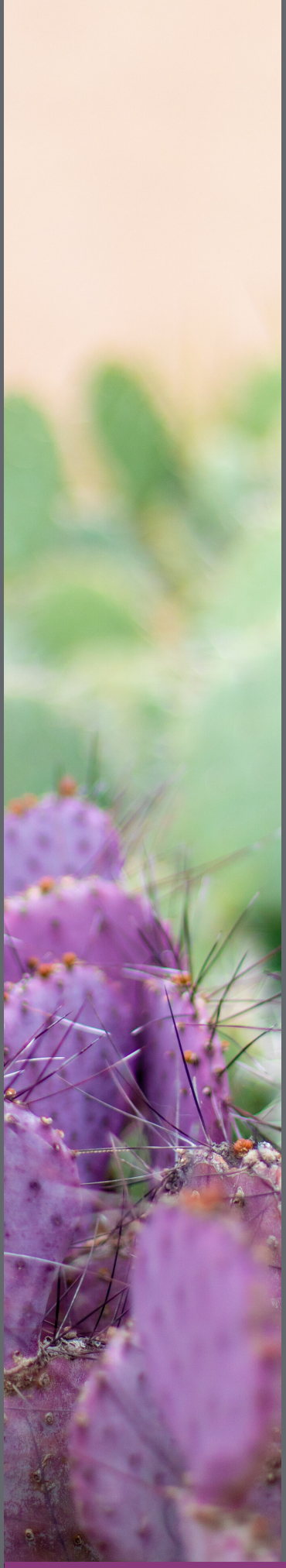




FY 2021 - 2022

OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

OFFICE OF THE SENIOR VICE PRESIDENT FOR FINANCE & ADMINISTRATION



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Message from Senior Vice President for Finance and Administration

It is a privilege to lead such an outstanding organization at the University of New Mexico. I am pleased to share the 2022 Senior Vice President's Annual Report. Covering the 2021-2022 fiscal year, the report highlights our achievements as well as some of the amazing future planning efforts our organization is working on to propel this institution into new heights of excellence. Below is a high-level overview of our annual fiscal cycle which began in the Spring 2021.

Our annual fiscal cycle began on April 13, 2021 with the Board of Regents approving tuition and fee rates. Specifically, they approved a 2.2% increase in resident base tuition and upper division premiums, a 5% increase in non-resident base tuition, a .41% increase in the flat dissertation rate, charging the same flat dissertation rate of $1,186 for non-residents taking 7 hours or more, and a 2.2% increase in differential tuition. They also approved a $100 increase in the technology fee and elimination of the online $100 max fee per course. Mandatory student fees were decreased 23.4% for undergraduates and 23.9% for graduates to account for new fees. These approved new fees included the creation of a separate SHAC Fee of $107 for the Fall and Spring semesters and $72 for the Summer as well as a new Athletics Fee of $100 for the Fall and Spring semesters and $67 for the Summer.

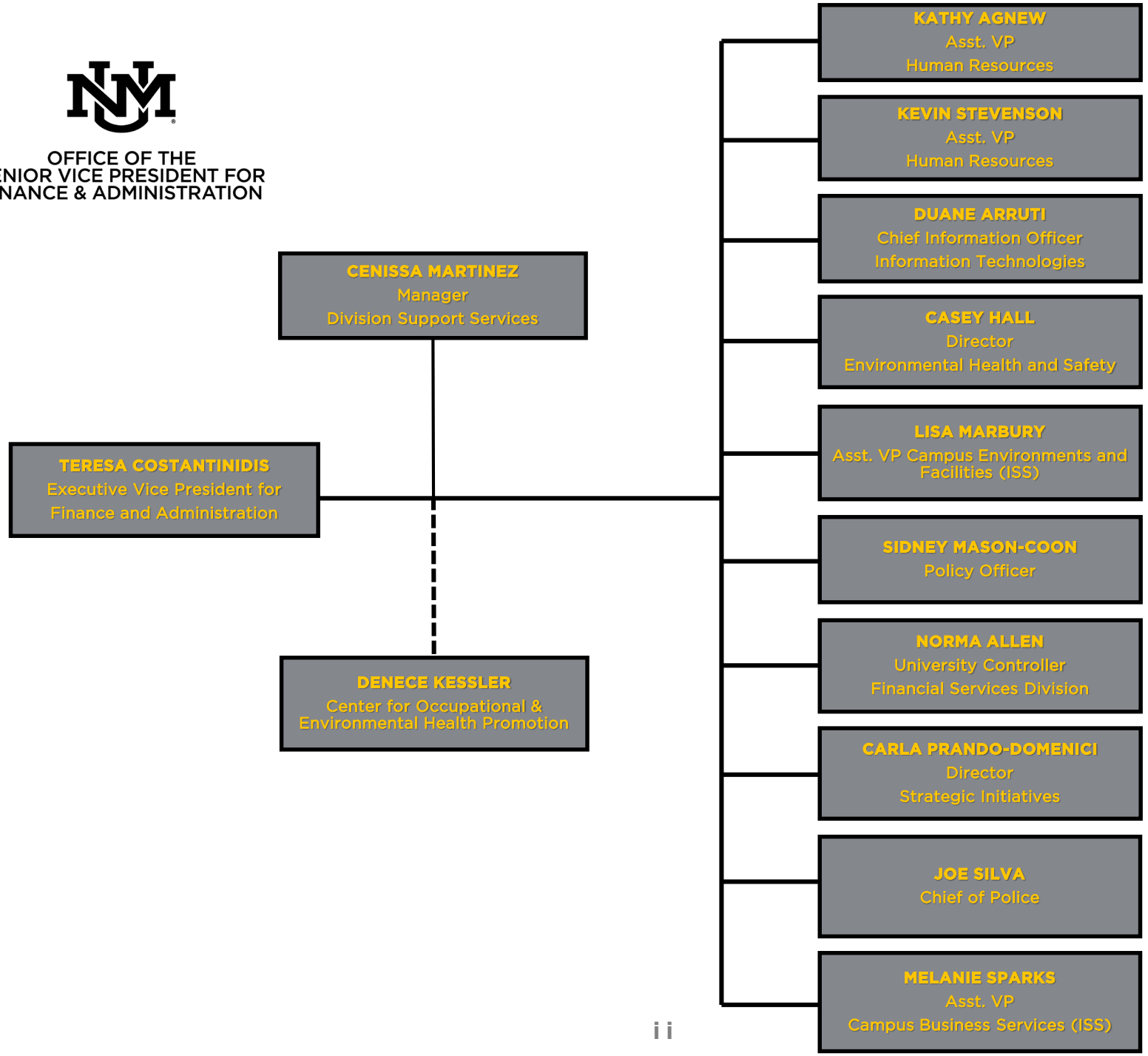
State appropriations for Main Campus Operating increased by $12.7 million, or approximately 6.4% for 2022. The legislature also approved a 1.5% compensation increase and a 1% ERB employer contribution increase for higher education. There was an additional 3% compensation increase for the 4th quarter of FY2021-2022 as well as a minimum wage rate increase in January 2022 to $11.50. For Main Campus, tuition and fees came in slightly over the original budget by approximately $2M or 1.3%.

In August 2021, the University returned to full operations after nearly a year-and-a-half under limited operations and remote learning due to the Coronavirus pandemic. During the pandemic the University received and spent $109.6M of Higher Education Emergency Relief Funds (HEERF). Of this amount, $45M was specifically designated for student aid, with emergency grant aid distributed to 12,915 students.

I invite you to review this annual report to learn more about our organization and its goals, accomplishments, and future plans and projects. Most importantly, I would like to commend our Finance and Administration team for their contributions, support, inspiration and resilience which continues to greatly support the mission and vision of the University of New Mexico.

With best regards,

OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION



ENVIRONMENTAL HEALTH & SAFETY

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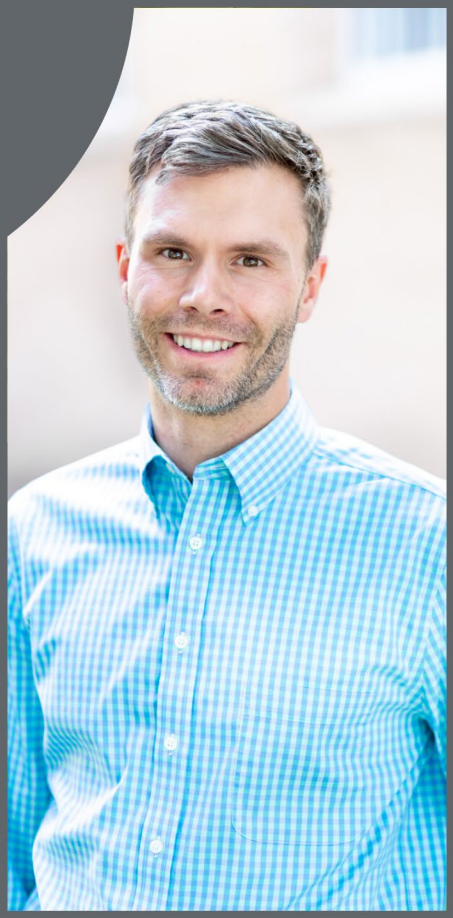
FY 2021 - 2022



DIRECTOR

Casey Hall

MISSION AND VISION

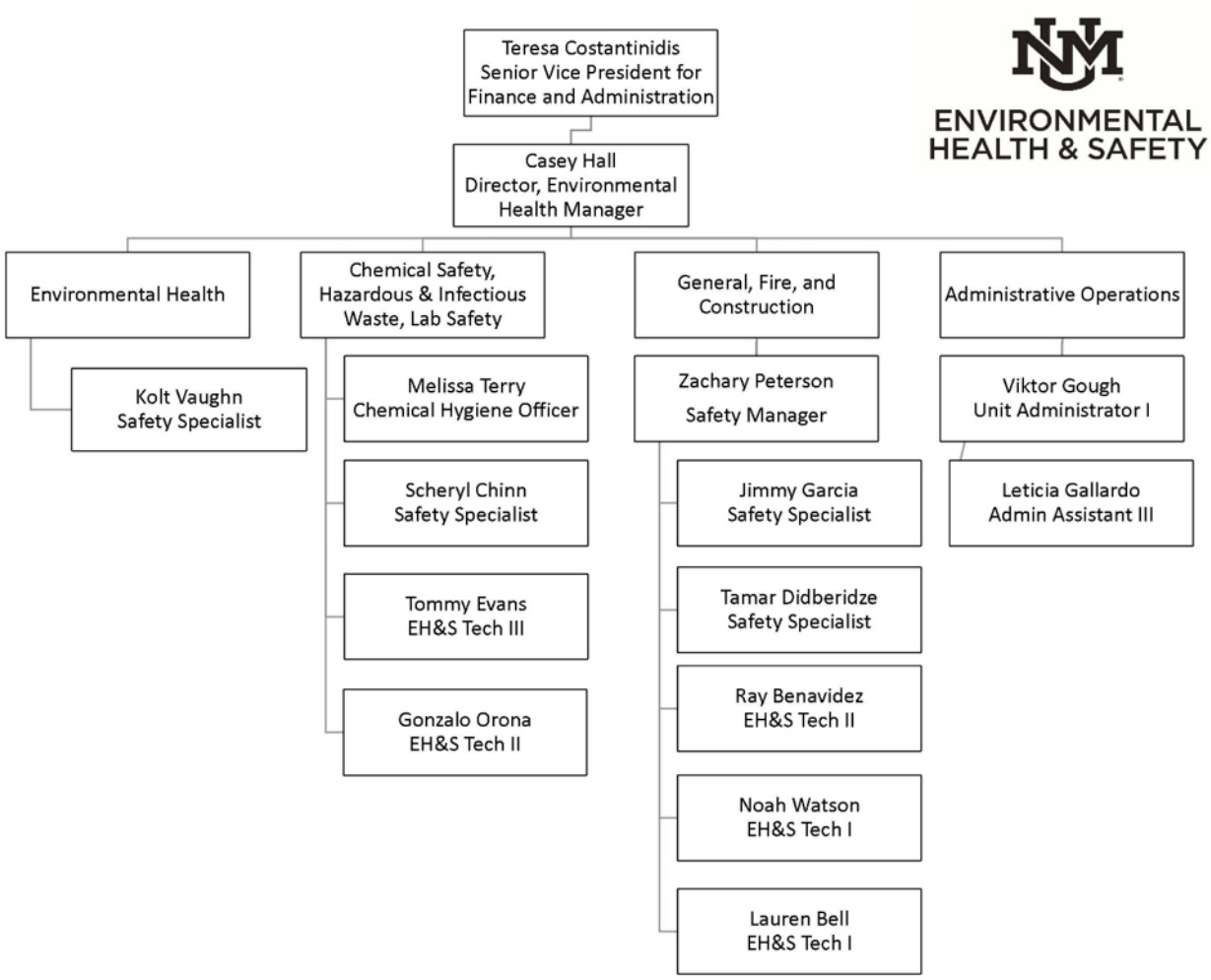
Mission

The Department of Environmental Health and Safety 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 department and organizational model of superior quality and service in the eyes of our customers, stakeholders, and the campus community.

ORGANIZATIONAL CHART



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i. EXECUTIVE SUMMARY

Welcome to the Fiscal Year 2021-2022 Environmental Health and Safety Department (EHS) Annual Report. This report would not be possible without the dedication to excellence and collaboration our staff strives for daily.

As a team, we take great pride in our accomplishments and in contributing to the improvement of our community's health and safety. EHS continues to generate a culture that is both community-oriented and customer-focused. As a service organization, EHS values communication, collaboration and customer service.

EHS provides guidance, services and recommends plans that enable UNM to effectively execute its mission safely and with environmental excellence. EHS works in the best interest of UNM to provide collaborative institutional oversight while enabling local control and solutions to safety, health, and environmental issues. EHS promotes a strong culture of safety and compliance by:

- Establishing expected behaviors through training and consultation
- Incentivizing desired behaviors
- Working with departments to disincentivize undesired behaviors
- Providing consultation on regulatory requirements and best practices

As UNM's regulatory representative, EHS ensures UNM remains compliant with local, state and federal regulations by preparing and submitting reports and permit-required data to our regulators. EHS hopes this report gives you a look into the many programs EHS offers and the strides we have made in Fiscal Year 2021-2022 towards establishing a culture of safety at UNM.

In Fiscal Year 2022, EHS received $562,000 in Facility Investment Needs funding. This funding was primarily used for fire suppression system testing and maintenance, fire alarm testing, and evacuation map creation. EHS continued to support the Cancer Center per our Memorandum of Understanding (MOU) by providing safety and environmental health services. This MOU, along with and I&G allocation from Main Campus and HSC, provided EHS with a budget of $1.5 million dollars. Staff salary and fringes made up approximately 65% of that budget.

ii. SIGNIFICANT ACCOMPLISHMENTS

- **Occupational and Construction Safety**
    - EHS brought on a new Safety Specialist overseeing EHS's Construction Safety Program. This has allowed the department to inspect UNM construction sites that have the "Fatal 4" work types. Additionally, EHS has convened a construction safety committee

to revise and tailor the UNM Construction Safety Manual to UNM's unique arrangements.

- EHS began offering OSHA 10 and 30 Certification classes, bringing in-house a training that was previously outside the University. This has allowed EHS to communicate the UNM-specific safety programs and standards to employees here on campus.
- A mock OSHA audit of UNM's occupational safety practices was performed. This has given EHS and other departments corrective actions that will lead to safer work environments at UNM.
- EHS engaged a cross boundary task force to streamline respiratory protection in areas of UNM Main Campus, Health Sciences, Health, and Hospital. This has resulted in:
  - An application database currently in development that will allow for tracking of medical clearance and fit testing across functional areas.
  - A newly-formed program for training and tracking fit testers across UNM campus with built-in quality assurance.
  - A newly-revised Respiratory Protection Program with better guidance and closer adherence to OSHA standards.

- **Fire Safety and Emergency Response**
  - EHS spearheaded the Area Emergency Plan task force which has created a template and plan to update emergency response across campus. The template has been widely distributed and EHS has been assisting with updating emergency plans for departments and units so that the University is prepared in case of an emergency.
  - Working with UNM Real Estate, EHS and the State Fire Marshal's Office began inspection of buildings UNM leases from other entities. This improves the safety of UNM staff in these spaces.
  - EHS engaged a vendor to perform a complete fire code audit of buildings in FM Area 3 and the dormitories. This effort has identified deficiencies in buildings and will help to better inform fire code requirements during future remodel projects.
- **Administration**
  - Distributed HEPA units and replacement filters to departments across campus that requested them. EHS prioritized the units based on filtering ability of building ventilation systems and

prioritized in-person classes for students. EHS helped troubleshoot these units and ensured they were working correctly.

- EHS implemented a time clock system eliminating the need for Excel timesheets as well as simplifying approval of employee leave through an easily-accessible online portal.
- EHS completed the scanning and archiving of large numbers of paper files. The files are now accessible and searchable through the EHS shared drive, allowing for easy access by employees in the office and while working remotely.

- **Research Safety**
  - EHS expanded its library of guidance documents by creating two new programs – the Field Safety Program and the Laser Safety Program. Each was reviewed by subject matter experts and approved by the UNM Chemical & Lab Safety Committee. The programs were distributed to department heads and PIs in departments that conduct work in the field or with lasers.
  - EHS resumed twice-yearly inventories of chemicals in all laboratories on main campus. Full reconciliations were done for each lab's research materials management (RMM) chemical inventory, resulting in in over 4,000 individual containers being removed from RMM.
  - EHS identified all labs on main and north campus that use liquid nitrogen, then measured each of these labs to determine if oxygen sensors were needed. EHS determined that oxygen sensors are needed in 30 labs. A vendor has been chosen to conduct the O2 sensor installations and EHS is meeting with the vendor on 9/22/22 to schedule installations.
- **Environmental Health**
  - EHS began the Clean Air Act Title V operating permit renewal process. The application was submitted a year before permit expiration to preserve UNM's permit shield allowing for continued operation of UNM's stationary sources if the new permit is not issued before the expiration date. Numerous corrections were integrated into the Title V renewal, bringing UNM into better compliance with the Clean Air Act.
  - EHS had staff trained and then purchased materials and equipment for asbestos sampling and monitoring and began collecting samples and conducting area monitoring for small abatement projects, thus reducing our reliance upon vendors for this service.

- EHS created a Stormwater Compliance Guide for UNM Staff and Contractors. The guide quickly summarizes the requirements new construction and remodel projects must follow according to UNM's National Pollutant Discharge Elimination System Stormwater permit. The guide covers both design and construction requirements.

- **Staff Training Accomplishments**
  - Certified Laser Safety Officer
  - Certified Mold Inspector
  - Certified Safety and Health Official OSHA Certification
  - 2 Staff obtained Specialist Safety and Health Certification from OSHA
  - OSHA Certified Trainer
  - Certified Associate in Project Management Certificate

iii. FUTURE PLANS

The Environmental Health and Safety Department is focusing on developing a culture of safety at UNM. The culture of safety has 5 main objectives:

- Reduce Injuries
- Articulate Values
- Establish Expected Behaviors
- Incentivize Desired Behaviors
- Disincentivize Undesired Behaviors

The Culture of Safety project will inform all future projects at EHS. Listed below are additional items EHS is working towards:

- EHS plans to implement a continuous improvement process for Area Emergency Plans that will be triggered annually. This process will allow UNM to adjust emergency planning over time and improve response.
- EHS will continue to hold a quarterly process improvement group that automates and streamlines internal EHS processes to better serve the campus community.
- The Construction Safety Committee has identified current gaps in safety evaluation for contractors on construction projects. Correcting this issue is a major priority for EHS.
- Using a contractor, EHS will complete Fire Code Audits of FM Areas 1, 2, and 4.

- EHS will continue to improve outreach and training efforts in campus laboratories through multiple avenues.

FINANCIAL SERVICES DIVISION

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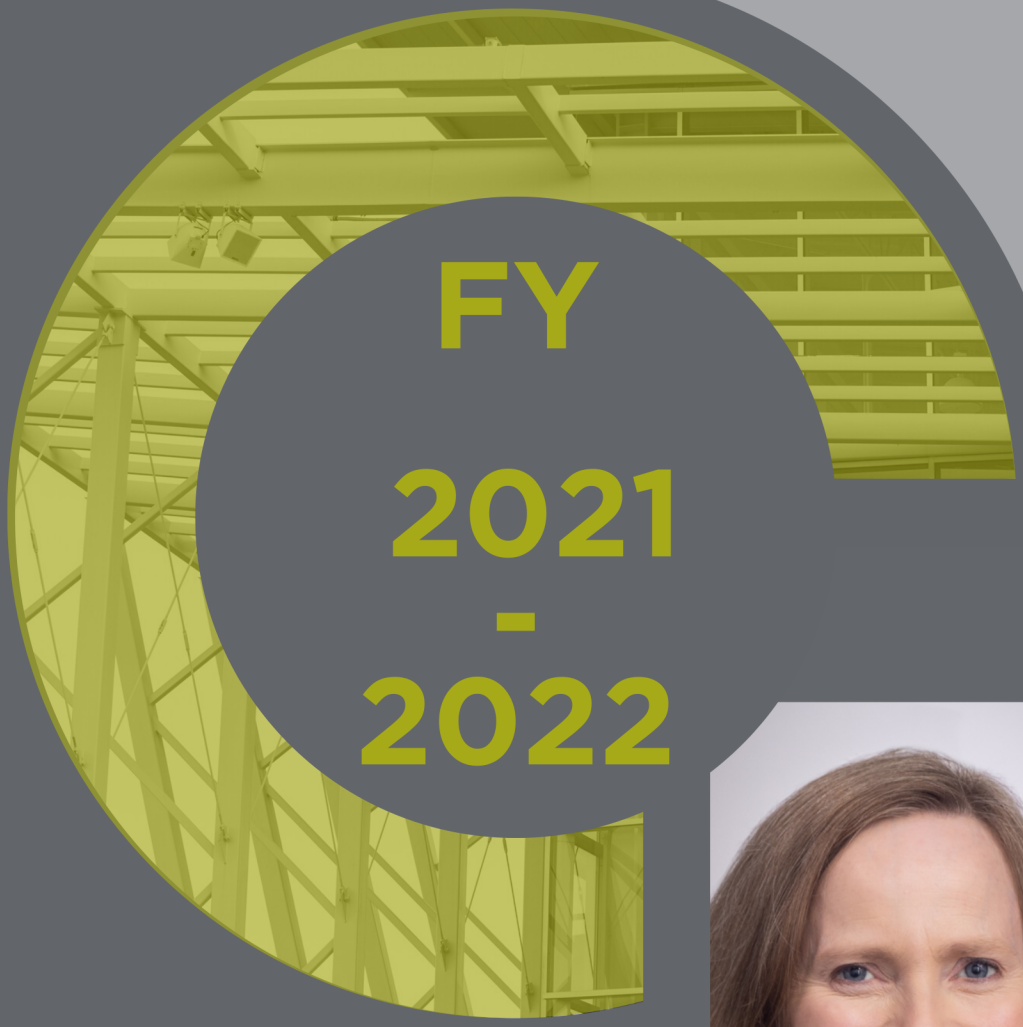


FY 2021 - 2022

UNIVERSITY CONTROLLER

Norma Allen

MISSION AND VISION

Mission

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

Our 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 current in the latest accounting standards and regulations, and apply those to its business practices.
- Deliver accurate, timely, and useful financial reports to UNM Leadership, and government constituencies.
- Service our faculty, staff and student customers in an efficient, timely, and courteous manner, while maintaining adherence to State, Federal and University requirements and policies.

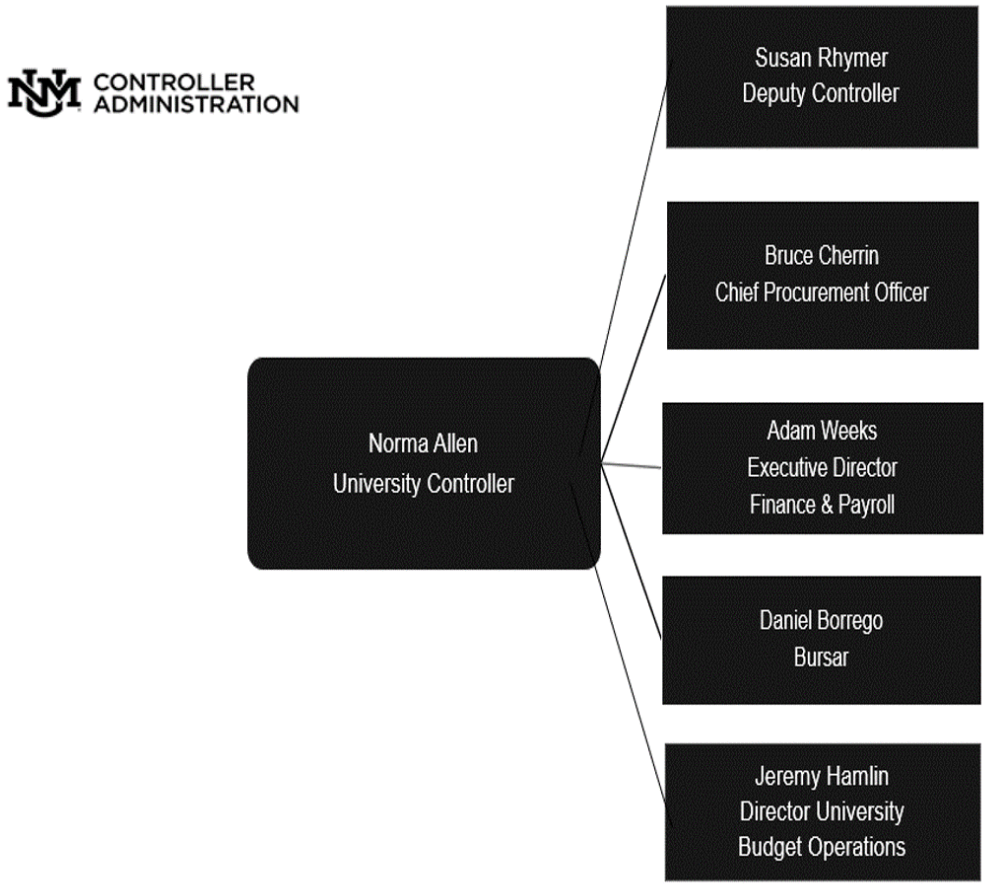
Financial Services Culture:

- Integrity and high-quality services.
- Accountability and social responsibility.
- Respectful and effective communication.
- Customer service focus for students, faculty and staff.
- Recruitment of motivated, exceptional employees eager to learn and grow professionally within the Division and/or University.
- Financial Performance and Enhancements:
    - Fiscal transparency through accurate and timely financial reporting.
    - Fiscal year end processes that are seamless and cause minimal disruption.
    - Reliable financial data through vigilant Banner Finance maintenance and upgrades.
    - Continual improvements to finance systems, processes and reports to enhance end-user friendliness.

Vision

We seek to be recognized as the most knowledgeable, trusted and respected organization at UNM with regard to University financial information, compliance, and safeguarding assets. We strive to be the best at customer service and training.

ORGANIZATIONAL CHART



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i. EXECUTIVE SUMMARY

Executive Summary

Financial Services went through a significant change in fiscal year 2022. The University Controller for ten years, Elizabeth Metzger, retired on December 31, 2021. Norma Allen was selected as her successor. During the spring, the University Controller made two critical hires, a Deputy Controller and a Director for the Budget Office. In addition, the University Controller established the Financial Services Leadership Team who quickly drafted the 2040 strategic plan for the division. This plan was rolled out to the Senior Vice President for Finance and Administration and the managers within Financial Services.

Also, Financial Services continued its commitment to accountability, excellent customer service, and fiscal responsibility. Main Campus Financial Services 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, the division has diligently applied federal and state regulations and maintained a system of thorough internal controls that supported a strong bond credit rating and an unmodified audit opinion. Financial Services FY 2021-2022 Instruction and General (I&G) Base Budget Allocation was $13,626,102 which includes $3,884,000 of property and liability insurance funding managed by Risk Services.

ii. SIGNIFICANT ACCOMPLISHMENTS

Accounts Payable and Pcard

- PaymentWorks – UNM has implemented the PaymentWorks program to handle the collection, validation, and management of all payee information. This program allows for an efficient process to establish ACH payees, offers data security and further protection against fraud.
- 1099 Process Enhancements – Continued efforts to review and modify electronic uploads to ensure accuracy.
- Chrome River & Coffee with Purchasing – Staff participates in training and Q&A sessions in support of end-users.
- Unclaimed Property – The ongoing review, research and communication with the State of New Mexico Unclaimed Property division allowed for the recovery of $65K.

Budget, Planning and Analysis Office (OPBA)

- OPBA compiled and submitted our new fiscal year budget, revised budget, and report of actuals for Main Campus funds to New Mexico

Higher Education Department (NMHED). OPBA staff worked with Health Sciences and the Branch Campuses to coordinate and ensure consistency on all submitted reports. New fiscal year and revised budgets were presented to Finance and Facilities Committee and Board of Regents for approval prior to submission to NMHED.

- Provided support to SVP for Finance & Administration units as part of mid-year budget projections and review.
- Provided system support across Main and Branch Campuses for Budget Planner, Categorization of Reserves (CAR) system, and Projection system.
- Worked with members of the Debt Investment Advisory Committee (DIAC) to review the RFP for Municipal Advisor Services for the University and revised the University's Investment Policy as it pertains to sales at a loss. The new contract has been put in place with Hilltop Securities Inc. as the advisor.
- Provided support to Financial Services Division to assist with the completion of FARS associated with UNM Bonds and the FY23 budget build. Provided hands- on support and training to Managers/Directors related to Budget Planner.
- Reviewed and compiled the Categorization of Reserves (CARs) for all Main Campus and Plant Funds. Presented information to Finance and Facilities Committee.
- Staff from OPBA worked each day on operating and capital budget revisions submitted through the approval queue and various analyses (see Statistics).
- Continued multi-year planning and projections using Workday Adaptive Planning. In coordination with the Deputy Controller, produced Core Fund presentations for SVP for Finance and Administration for presentation at BLT.

Bursar/Cashier

- Grew Marketplace participation by 71% in revenues over fiscal year 2021, totaling over $11 million in sales revenue.
- Processed 21,763 "Protect the Pack" vaccination incentives/refunds to students for a total of just over $2 million.
- Processed 17,032 American Rescue Plan refunds directly to students for a total of roughly $28 million.
- Processed 1,327 in Higher Education Emergency Relief Fund (HEERF) funds to students in the amount of roughly $2.5 million, discharging the debt of these students.

Participated in:

- Advising Institute (presenters)
- Budget Leadership Team Subcommittee on Tuition & Fee Modeling

- Campus Compliance Committee
- Enterprise Resource Planning (ERP) Leadership Committee
- ERP Operations Committee
- General Person Data Standards Committee
- Housing Appeals Committee
- New Student Orientation
- Presidential Scholarship Selection Committee
- Provost's Committee on Academic Success
- Residency Appeals Committee

Contract & Grant Accounting (CGA)

Financial Reviews, Site Visits and Audits:

- Currently in the process of completing the Sandia National Laboratory audit. The audit covers the period from July 1, 2018 through June 30, 2021. The initial audit engagement letter was dated 08/11/2021 for FY 2019 and 2020. In February 2022, it was expanded to include FY 2021. Sample selections and requests for more information were still being received at the end of FY 2022.

Collaboration and Training:

- Collaborate with restricted award stakeholders and Information Technologies (IT) in the preparation of the Streamlyne software implementation. This has included complete changes of award processes between Office of Sponsored Projects (OSP) and Contract and Grant (C&G) Accounting, setup of award module tables for more efficient departmental communications and C&G Accounting information, proposal budget development workbook which will replace Award Budget Sheet (ABS) forms, plans on utilizing Streamlyne to replace the current signature authorization form process, and the mapping of Streamlyne fields to Banner fields for future Streamlyne to Banner integration.

- CGA participated in the planning committee for the 5th Annual Research Annual Research Administrator Symposium held September 29 - 30, 2021. CGA staff co- presented in 4 of the 12 breakout sessions, including:
    - Certifications are Worth the Effort
    - Foreign Influence on Research
    - Staying Off the Radar: Audit Overview, Update, and Lessons Learned
    - Running Reports that Work for You

Controller's Administration and Reporting

- Began work on implementing building access control and emergency safety plan to support a health and safe work environment.
- Produced a 2040 Financial Services Strategic Plan for the division.
- Established the Financial Services Leadership Team which includes the Controller, Deputy Controller, Chief Procurement Officer, Chief Financial Services Officer, and the Director of OPBA. This team regularly meets to discuss strategic planning initiatives, hiring, and other issues impacting the organization.
- Implemented the Workday Adaptive Planning tool to produce the UNM ten year Consolidated and Core Fund Financial Plan.
- Produced the 2021 UNM annual financial statement report and supported the annual financial audit.
- Implemented a new format for the Consolidated Regents Report. It is now called the Quarterly Consolidated Financial Report.

Credit Collections & Merchant Services (CCMS)

Banking

- Provided treasury and special banking transaction services to the UNM campus for UNM receipt and disbursement systems. Banking activities were maintained with financial institutions in the Albuquerque and branch campus areas using numerous accounts.
- Continued to develop and monitor three tranches of operating cash, thus maximizing earnings on the University's unrestricted operating funds.
- Developed and distributed monthly investment and cash flow reports to better monitor investment performance of the operating bond portfolios and inform DIAC members.

Investments

- Monitored and processed the semi-annual debt service payments for all outstanding University Bonds totaling $44 million.

Collections & Debt Service

- Billed over $14 million to the State of New Mexico as reimbursements for expenditures on capital projects.
- 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 Higher Education Department to certify mil levy rates for the next tax year.

Financial Reporting

- Prepared the audited financial statement Governmental Accounting Standards Board (GASB) 40 footnote disclosure concerning cash and investment balances.
- Drafted and prepared the audited financial statement GASB 53 footnote disclosure regarding derivative interest rate swaps attached to the University's variable rate bonds.
- Drafted and prepared the audited financial statement Capital Asset footnote for additions and deletions.
- Prepared audit footnote Schedule 18 detailing UNM's pledged collateral, which provides security against bank failures for all account balances.
- Prepared audit footnote Schedule 19 detailing UNM's individual deposit and investment accounts.

Merchant Services

- Served as financial services point person for campus-wide Payment Card Industry (PCI) compliance.
- Continued overseeing and directing 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.

Finance Systems Management (FSM)– Information Technologies (IT)

- Developed a finance data portal to feed into Workday Adaptive Planning system.
- ETTA Travel Booking Tool implementation to provide a centralized booking system for campus travel needs.
- Streamlyne Research Administration System Implementation to replace Cayuse proposals/awards system.
- PaymentWorks Implementation to mitigate the risk of fraudulent payments to vendors.
- Enhanced and/or developed critical reports for Finance, Budget and Provost offices including but not limited to National Science Foundation – Office of the Inspector General (NSF-OIG) Audit, C&G Billing, C&G collection letter, Bond fund drawdown report etc.

Finance Systems Management – Network Support

- Encrypted all computers with the Enterprise BitLocker (MBAM).
- Redesigned and revamped websites for Inventory Control and Chrome River.

- Assisted staff in moving off the use of the legacy email authentication on their mobile devices.
- Completed the Endpoint Detection and Response (EDR) Plan with replacement or reimaged 129 computers that did not meet the standard.
- Assisted Mailing, Shipping, and Receiving with the Business Manager and Planet Press applications and systems upgrade.

Finance Systems Management – Operations

- FSM Operations continued a successful partnership with Chrome River in championing continuous process improvement, efficiencies and effectiveness, which led to resolution of operational issues, improved compliance, provided outstanding customer support to campus, and furthered collaboration with Chrome River.
- Successfully coordinated and completed numerous Banner upgrades for Financial Services.
- Successfully completed all month-end and year-end processes, continued Chart of Accounts maintenance, Finance security maintenance, and supported Effort Certification and Payroll processes.
- Launched new Org Code Request application.

Inventory Control

- Conducted and facilitated the FY22 Annual Physical Inventories in the new Inventory Management Application (AppTree).

Payroll

- Successfully completed numerous Banner and LoboTime upgrades.
- Created emergency process for LoboTime departments to get their recorded time processed in Banner so employees were still paid correctly and timely during the Kronos outage that lasted 2 months.
- Continued COVID-19 projects & tasks to support HR directives.
- Implemented UA-UNM employee dues.
- Implemented payroll registrations and withholding for employees working outside New Mexico.
- Completed Apex report development that assists Contracts and Grants provide labor fringe detail for their audits.

Procurement Services

- The Purchasing Department released UNM Travel, the official travel management program providing UNM business travelers convenience,

safety, value and a multitude of booking options both domestically and internationally. In partnership with Rio Grande Travel, the comprehensive travel booking tool ETTA, powered by DEEM, is overseen by the Purchasing Department and automatically applies UNM negotiated prices and agreements with airlines, hotels, and car rental companies. The University of New Mexico has also partnered with Southwest Airlines, our preferred airline for air travel as part of this new UNM Travel initiative. The full suite of Southwest Airlines travel options is included in the ETTA tool, allowing UNM business travelers the opportunity to earn additional Rapid Rewards bonus points and participate in exclusive A-List promotions as part of our new agreement.

- The Purchasing Department established raising small purchase construction services from $10,000 to $20,000 in order to allow departments authorized to contract for construction to process projects faster using the best obtainable price rather than obtaining three quotes and further streamlines the procurement process.
- The Purchasing Department hosted the 2022 Small Business and Strategic Partner Vendor Fair in person at the UNM Student Union Building for the campus. A new session was added to provide small business vendors and local government agencies with an avenue to network and connect and expand business opportunities.
- The Purchasing Department expanded the hotel portal to include hotel pricing agreements in Santa Fe, Taos, Los Alamos, Gallup, Las Cruces and Albuquerque to have further offerings for our UNM community and UNM branch campuses.
- The Purchasing Department successfully edited the Regents' Policy Manual – Section 7.4: Purchasing that delegates authority to the President of UNM to approve the execution of contracts of the purchase of goods and services costing $5,000,000 or more per year per contract, eliminating the current requirement that Regents approve purchases in excess of $1,000,000 to expedite the procurement process.

Risk Services

- Completed a site visit and risk review for the DH Lawrence Ranch near Taos, NM. The review will assist in the guidance of renovations and enhanced future uses of the ranch.
- Facilitated the acquisition of a cyber insurance policy for the University system. This was achieved despite the conditions of an extremely challenging global cyber insurance market.
- Acquired and implemented claims management software which

increased our claims handling efficiencies.
- Redesigned the UNM Risk Services webpage to allow for online property and auto claims reporting.
- Integrated, aligned and formalized services offered to the UNM Medical Group (UNMMG) through a memorandum of understanding agreement.
- Led the collaboration between the State Risk Management Division and the office of University Counsel for Health Sciences in order to better facilitate health care student rotations in out of state locations.

Taxation

- Provided essential tax services to UNM departments, including tax research, foreign national payment analysis, and federal and state tax filing compliance.
- Processed and filed monthly New Mexico Governmental Gross Receipts Tax payments and annual Unrelated Business Income Tax (UBIT) return.
- Completed IRS 1042-S tax reporting for the University Website updates on Foreign Tax, UBIT and other tax related topics

University Services

- Chemical Research and Lab Supplier (CRLS) underwent a full renovation and enhanced the storefront through a construction project due to the Clark Hall remodel project fully optimizing the customer experience and implementing a self-service kiosk.
- Records Management partnered with Human Resources (HR) and Finance Systems Management (FSM) to revise the State of New Mexico/UNM Records Management Imaging Plan.
- Copy Center partnered with UNM Athletics to streamline Nike branded apparel orders for teams with officially licensed UNM Logos and completing orders through the new production facility at the University Services building (1128 University Blvd NE) driving cost savings for Athletics and additional revenue for Copy Center.
- Due to the reengineering of the Records Management Department, box retention deliveries and pickups were streamlined using the Mailing, Shipping & Receiving route system to improve the customer experience and ordering process timelines.

Unrestricted Accounting

Operations

- Provided day-to-day management oversight for other Financial Services departments, including Risk Services and Credit, Collections and Merchant Services.

- Absorbed the Credit Collections and Merchant Services (CCMS) Treasury functions due to the complete elimination of CCMS staff positions.
- Provided vital, financial accounting and reporting services as well as audit support for KUNM.
- Completed annual filing of State of New Mexico Unclaimed Property Reporting for Accounts Payable and Payroll.
- Completed IRS 1099-K reporting for the University.
- Participated in beta-testing and product development for enhancements and challenges pertaining to Chrome River and Banner.

iii. FUTURE PLANS

Accounts Payable and PCard

- Portal Invoicing – Continue efforts to increase vendor participation.
- vPayables – Continue participating in an implementation team to develop processes to enable vendor payments by virtual card.
- PaymentWorks – Continue reviewing the program for available options and enhancements.
- Unclaimed Property – Ongoing efforts to review and research State of New Mexico Unclaimed Property database.
- US Bank – Explore available Visa Debit Card options to better support the departments that purchase the cards for study participants, incentive programs, etc.

Budget, Planning and Analysis Office (OBPA)

- Complete the Workday Adaptive Planning Implementation and produce UNM's Ten Year forecast, planning reports and documents for the SVP for Finance and Administration.
- Work with Budget Leadership Team (BLT) Tuition and Fees Committee to simplify the tuition and fee structure.
- Ensure reimbursement from all potential sources for COVID-related items, including determining dissemination of Federal Emergency Management Agency (FEMA) reimbursable expenses.
- Review investment portfolio and work with new investment advisor to try and identify potential areas where increases in interest yield can be attained within the Investment Policy parameters.

Bursar/Cashier

- Work with the Policy Office to update the Money List and Credit Card Reports policy to reflect the changes made in calendar year 2019.
- Work with IT to allow non-students, e.g., retirees, to opt-out of receiving monthly paper billing statements.
- Work with Human Resources and Payroll to automate the Tuition Remission process.
- Create web application either through TouchNet Web Departmental Deposits or some other program (with assistance from IT) for Petty Cash processing.
- Continue to market and increase MarketPlace participation across the University system.

Contract & Grant Accounting

- Finish the signature authorization form redesign with Health Sciences Center (HSC) Contract and Grant Accounting.
- Active involvement on implementation of Streamlyne, the new pre-award system to replace Cayuse. Streamlyne project implementation kicked off officially in September 2021, with an anticipated go-live date projected for September 2022.
    - Redesign the award setup process between OSP and CGA for maximum efficiency, through the Streamlyne implementation.
- Continue participation in the National Council of University Research Administrators (NCURA) Peer Review Steering Committee and work on recommendations assigned to CGA. Recommendations were split into different categories including training, communications, staff retention issues, process review, and policy review.
- Finalize new business and accounting processes related to Los Alamos National Lab joint appointments on sponsored awards.

Controller's Administration and Reporting

- Continue to work on the 2040 Financial Services strategic plan and implement those projects on the plan that improve processes and procedures.
- Finish the building access control and emergency safety plan project
- Finish implementing balance sheet and cash flow projections in the UNM ten year Consolidated Financial Plan.
- Pilot Workday Adaptive Planning with some key departments on campus.
- Continue refining and adding new information to the Quarterly UNM Financial Report.
- Implement through Smartsheet a process to monitor Financial Services departmental index reconciliation.

- Implement an issue tracking process through Smartsheet to track issues and resolutions.
- Begin implementation of 2040 Financial Services Plan.

Credit Collections & Merchant Services (CCMS)

- Overhaul and re-establish the UNM Treasury function, including hiring a new Treasurer and hiring/assigning new staff members.
- Engage an outside Treasury consultant to determine the appropriate structure of a revamped University Treasury Department, including staffing levels and scope of departmental duties.
- Improve Treasury function reporting, including Cash Flow projections and monthly DIAC Investment Committee reports.
- Create Treasury Department Website with department information and FAQs.
- Perform a complete review of our current banking relationship to determine if our current products, services and customer support align with the needs of the University. Consider changes in products and services, and the possibility of a Banking Request for Proposal (RFP) if necessary.

Finance Systems Management - IT

- Enterprise data warehouse implementation.
- Consolidate finance reporting dashboards between Main and Health Sciences.
- Revamp Effort certification process for campus research community.
- Develop a new software solution to manage the lifecycle of capital assets.
- Explore options to possibly replace the Banner ERP system.

Finance Systems Management - Network Support

- Move all FSD websites from Dept2 Webhost into cPanel hosting.
- Re-design website for Unrestricted Accounting.
- Migrate and upgrade the TaxNav database onto a new database server.
- Enroll all managed laptops in Intune.
- Insert a warning banner and lock USB ports on computers that are subject to HIPAA regulation.

Finance Systems Management – Operations

- Implement Effort Certification reporting alternative with CGA offices.
- Continue operational automation enhancements.

- Evaluate Finance security maintenance enhancements.

Inventory Control

- Design and implement an improved Inventory Application to be developed in- house by FSM in APEX.
- Update Inventory policy to no longer require non-capital computer devices to be inventoried annually.
- Streamline processes; review areas where duplication of efforts may exist

Payroll

- Continue to implement payroll registrations and withholding for employees working outside New Mexico.
- Continue to support HR for Leadership and compliance initiatives
- Create new process for Employment Areas and Payroll to work pre-payroll run vital errors.

Procurement Services

- The Purchasing Department will look to improve both the change order process and the current Import/Export process and maintain an agreement with a customs broker to help the flow of university business activities.
- Print Management – Partner with FSM IT to develop a multifaceted tracking and billing system. The new APEX system will add efficiencies and a stable environment in support of the program enterprise wide.
- Further identify and enhance websites for each of the functional departments within the Purchasing Department in order to continue to develop a more service friendly and informative atmosphere for campus to utilize and ensure critical information is readily displayed throughout the sites.

Risk Services

- Complete onboarding and training of recently hired staff members in the positions of Senior Business Manager and Operations Specialist for UNM Risk Services.
- Complete Risk Services “Road Show” visits to each branch campus.
- Align out of state workers compensation benefits with the State of New Mexico Risk Management Division and state-specific requirements.
- Review with stakeholders and formalize changes to third-party facility user requirements including changes to applicable University Administrative Policy.

- Lead conversations and efforts amongst UNM, UNMH and Health and Health Sciences Chief Information Officers (CIO's), Information Security Officers (ISO's), Risk Management Division (RMD) and our insurance broker to identify more efficient and responsive cyber liability risk protections.

Taxation

- Improve Taxation website to address Fringe Benefit and Tuition Expense Review guidelines.
- Implement 1042-S Access database for year-end IRS Tax reporting.
- Work to implement abbreviated W-8BENE tax form with treaty language for department use.
- Build PowerPoint Presentation for Taxation website with major FAQs

University Services

- Mailing, Shipping & Receiving will implement a new outgoing shipping system in conjunction with Pitney Bowes called SendPro Enterprise (SPE). The new system will replace the outgoing shipping system and will allow off campus departments the ability to facilitate the shipping of packages utilizing UNM rates.
- CRLS will issue a new RFP to standardize the pricing for compressed gas, cylinders, bulk cryogens, and dry ice for research and teaching purposes.
- The UNM Copy Center will implement a new wide format printer in FY22 (Roland TrueVIS 3 Eco-Solvent Printer & Cutter) that will allow the operation to expand production capabilities and business by providing larger banners, posters, stickers and heat transfer logos for additional UNM marketing and branding opportunities.

Unrestricted Accounting

Operations

- Work towards clarification and application of the rules and laws related to donor cultivation expenses, in particular, as they relate to the State of New Mexico's Anti-Donation law for Public Funds.
- Update and overhaul Internal Service Center Process.
- Develop efficiencies in the electronic deposits process to reduce errors, minimize email communications and improve overall functionality.

iv. APPENDIX

Bursar

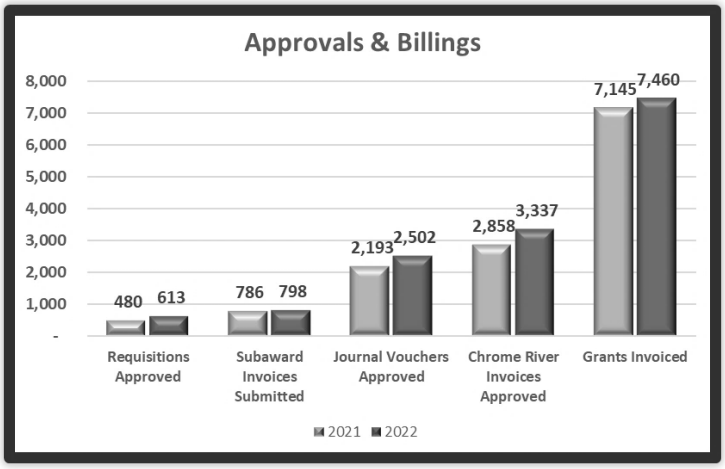
	FY21		FY22	
	Trans	**Dollars**	**Trans**	**Dollars**
Cashier Receipts	38,813	66,754,015	49,212	72,872,705
LoboWeb Credit Card Payments	21,778	19,670,510	22,187	21,263,621
LoboWeb ACH Payments	75,144	67,668,315	74,801	69,599,951
Flywire Payments (International)	66	234,708	99	293,471
MarketPlace Payments	41,952	6,722,482	69,600	11,474,523
Total Receipts	177,753	161,050,029	215,899	175,504,271
LoboWeb Direct Deposit Refunds	47,187	73,530,628	60,017	90,402,535
Student Check Refunds and Short Term Loans	10,738	10,397,501	21,444	20,052,225
	57,925	83,928,129	81,461	110,454,760

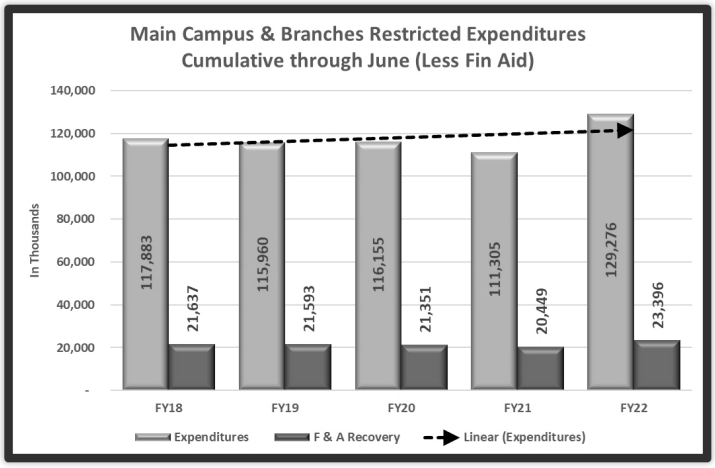
Tuition and Fee Revenue	**FY21**	**FY22**
Undergraduate – Resident and Non-Resident*	$ 144	$ 133
Graduate – Resident and Non-Resident*	45	59
Course Fees^	10	22
Total Revenue *(to nearest million)*	**$ 199**	**$214**

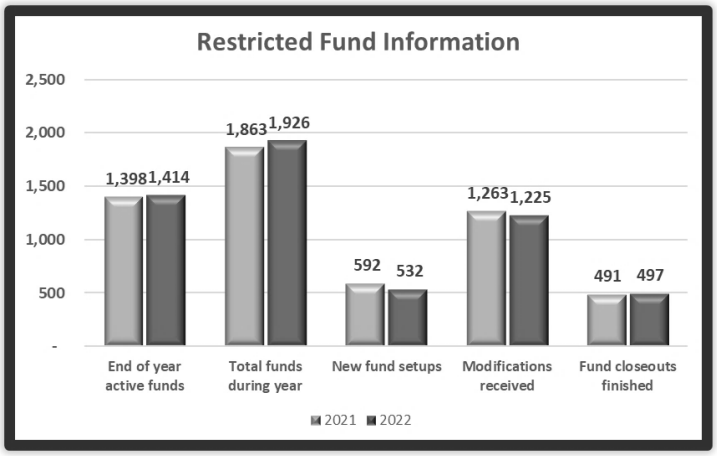
*Includes Mandatory Student Fees, Course Premiums, and Differential Tuition. FY22 Graduate also includes Doctor of Medicine and Doctor of Pharmacy Tuition, Mandatory Student Fees, and Differential Tuition.

^FY21 included Course Fees, Graduate and Professional Student Association (GPSA) Fee, and Student Technology Fee. FY22 includes Course Fees, GPSA Fee, Athletics Student Fee, Student Health and Counseling Fee, and Student Technology Fee. Note: Prior to FY22, the Athletics Student Fee, Student Health and Counseling Fee, and Student Technology Fee were included in the Mandatory Student Fee bundle, which was reported under the Undergraduate and Graduate Tuition categories. These three items are now charged separately and are included in the Course Fee category.

Contract & Grant Accounting







FSM-IT Production Support Incidents

FSM-IT Production Support Incidents	FY22	FY21	FY20	FY19
# of resolved incidents	1036	864	904	957

FSM-NS Production Support Incidents

FSM-NS Production Support Incidents	FY22	FY21	FY20	FY19
# of resolved incidents	1907	1790	2107	1730

Inventory Control

The University of New Mexico Inventory Control - Annual Report Report for the period July 1st 2021 thru June 30th 2022	
Capital Inventory Additions	435
Value of Capital Additions	$11,081,701
Non-Capital Computer Additions	3889
Original Cost of Non-Capital Computer Additions	$5,069,104
Capital Inventory Deletions	563
Value of Capital Deletions	$15,268,265
All Inventory Deletions	5804
Original Cost of All Deletions	$18,560,447

Payroll

FY22 Payroll direct deposits issued	**233,096**
FY22 Payroll paper checks issued	**1,715**
CY2021 W-2s issued	**16,362 (7,949 were electronic consent!)** ☺

Taxation

Tax Returns Filed
State Governmental Gross Receipts Tax (monthly) State Water Conservancy Fee (monthly)

Federal Fuel Excise Tax Refunds (quarterly)

Form 1042 return and 415 1042S Forms for foreign nationals (annual) Form 990T - Unrelated Business Income Tax (annual)

Taxes Paid
Governmental Gross Receipts Tax paid in FY20 = $1,163,807 Form 1042 Annual Withholding 2019 = $ 182,064

UBIT tax liability FY19 = $20,333 (paid in FY20)

Documents Processed
Reviewed and Processed over 1,329 payment documents to non-resident aliens

Reviewed and Processed over 1,092 Foreign scholarship awards

Procurement Services and University Services Units

Purchasing Department	FY21	FY22
RFP's Issued	42	46
IFB's Issued	5	8
Total Solicitations	47	54
PO's Issued ($)	$168,232,029.16	$159,323,381.59
PO's Issued	13,128	26,464
CO's Issued	3,917	4,281
PCard/FCard $	$47,397,791.15	$61,090,246.22
PCard & Accounts Payable	**FY21**	**FY22**
Vendor Setups and Maintenance Requests	8,545	5,695
Banner Invoices	2,235	2,333
Direct Pay Invoices	42,100	26,097
Bookstore Invoices	4,741	6,034
PCard	91,124	124,717
Total Invoices Count	140,200	159,181
Checks	43,948	55,711
ACH Direct Deposits	41,075	34,636
Wire Transfers and Foreign Currency Checks	435	571
Total Disbursement Count	85,458	90,918
PCard/FCard $	$47,397,791.15	$61,090,246.22
Total Disbursements Amount	$853,188,348	$848,443,852.69
Mailing, Shipping & Receiving	**FY21**	**FY22**
Outgoing Packages & Mail (Excluding Bulk)	647,935	655,750
Incoming USPS Mail Pieces	765,100	992,950
Campus Mail	125,050	323,200
Accountable Packages & Mail	65,905	73,258

Bulk/Permit Mail	1,276,185	1,666,758
FedEx Incoming	14,823	15,175
FedEx Outgoing	903	881
UPS Incoming	16,173	19,450
UPS Outgoing	1,660	1,182
Surplus Property	**FY21**	**FY22**
Regents Report – Total $ Value Deleted	$3,101,846	$4,072,193.92
Total Surplus Property Items	9,595	24,967
Inventoried Equipment	1,742	5,734
Non-Inventoried Equipment	7,853	19,233
Number of Pickups	481	1,125
Records Management	**FY21**	**FY22**
Total Inventory (Boxes)	6,184	5,833
LoboMart Requests	188	104
CRLS	**FY21**	**FY22**
Total Sales	$814,180.44	$854,028.31
Total Orders	7,145	7,071
Stock Orders	5,963	6,030
Customer Orders	1,182	1,041
Copy Center	**FY21**	**FY22**
Black & White Copies	4,122,968	4,771,459
Color Copies	2,086,568	2,649,116
Total Copies	6,209,536	7,420,575
Total Sales ($)	$495,453.02	$867,528.03
Print Management	**FY21**	**FY22**
Leases	$1,331,716.47	$1,461,347.20
Maintenance	$14,416.97	$19,799.48
Total	$1,358,269.19	$1,481,146.68

Risk Services

Claims Statistics:

Property & Casualty

- Tendered 68 Property & Casualty Claims for UNM & UNMH
- Tendered 1 Property & Casualty Claim for Sandoval Regional Medical Center (SRMC).
- Tendered 1 Property Claim for the UNM Los Alamos Campus
- Tendered 1 Casualty Claim for the UNM Valencia Campus

Workers' Compensation:

- Handled the following Workers' Compensation Claims
    - Medical: 104
    - Lost Time: 11
    - Needlestick: 46

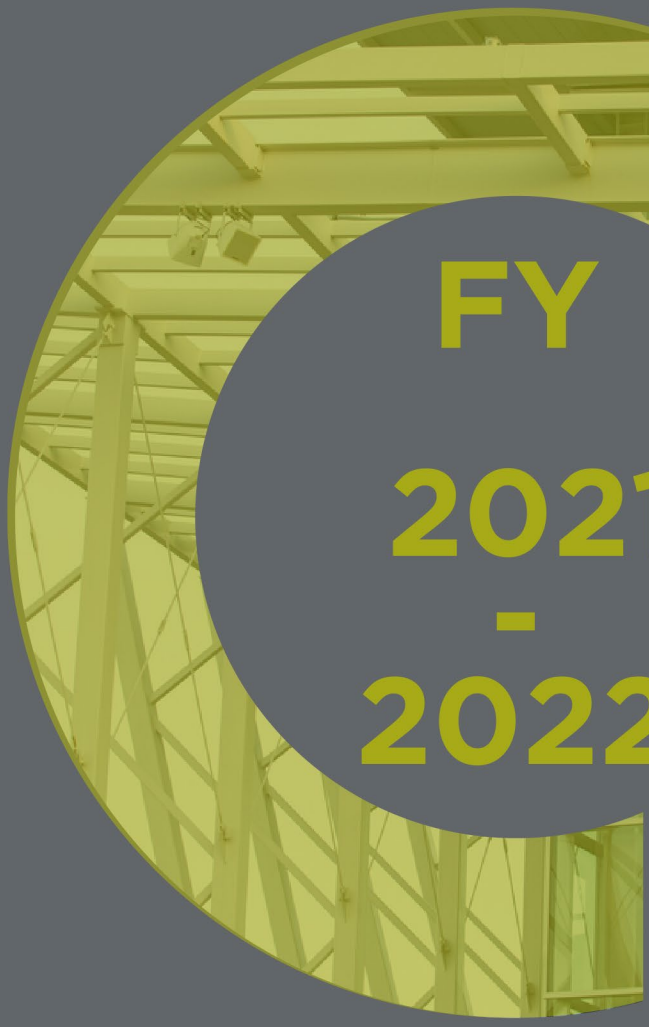
- Workers' Compensation Claims originated from the following areas:
    - UNM: 113
    - Valencia: 1
    - Gallup: 1
    - Los Alamos: 0
    - Taos: 0

Unrestricted Accounting – Main Campus

Document/Process	FY19	FY20	FY21	FY22	FY21/FY22 Variance
Purchase Requisitions	2,947	2,914	2,753	2,513	-240 (8.7%)
Petty Cash	163	166	122	8	-114 (93.4%)
NSP and other Compensation Docs.	44	51	26	13	-13 (50.0%)
Direct Pay/Chrome River Requests	19,450	19,390	23,116	17,556	-5,560 (24.1%)
Journal Vouchers	8,977	10,876	10,769	9,801	-968 (9.0%)
Scholarships Workflow Documents*	3,747	3,781	3,429	2,921	-508 (14.8%)
Total Documents	**37,363**	**39,908**	**40,215**	**32,812**	**-7,403 (18.4%)**
NSAR Billings (# invoices)	2,763	2,789	2,680	2,253	-427 (15.9%)
NSAR Billings (million $)	$5.779	$5.789	$5.548	$5.530	-$0.018 (0.3%)
NSAR Collections (million $)	$6.064	$5.627	$5.748	$5.381	-$0.367 (6.4%)
Equipment Additions (million $)	$11.0	$12.0	$11.1	$16.3	+$5.2 (46.8%)
Equipment Deletions (million $)	$19.0	$17.8	$6.3	$6.9	+$0.6 (9.5%)

HUMAN RESOURCES

HR.UNM.EDU



FY 2021 - 2022

ASSISTANT VICE PRESIDENTS

Kevin Stevenson

Kathy Agnew

MISSION AND VISION

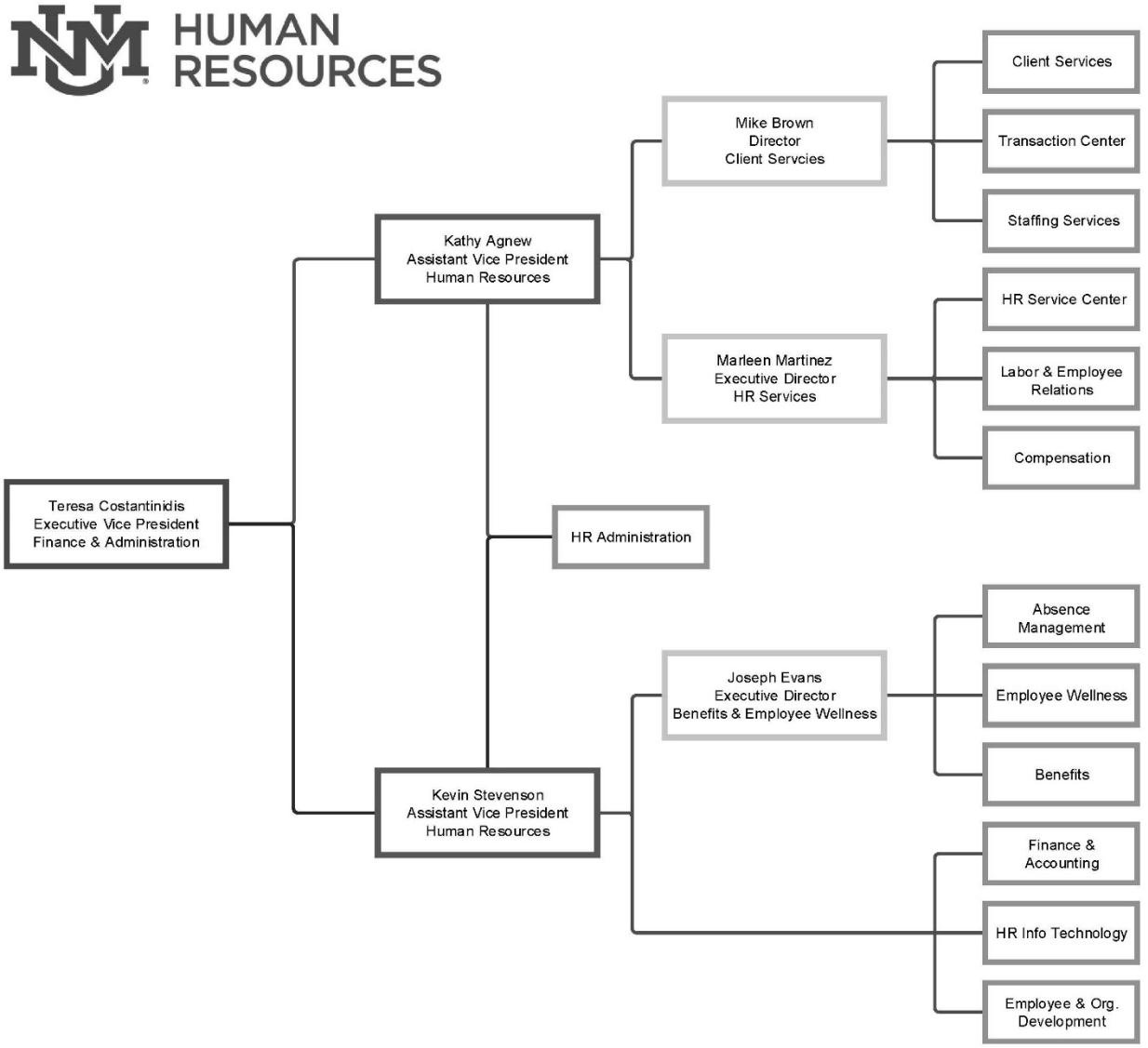
Mission

Deliver exceptional service and resources to make employees' lives better every day.

Vision

Create a culture where our employees are engaged and empowered.

ORGANIZATIONAL CHART



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i. EXECUTIVE SUMMARY

The division of Human Resources (HR) is a central administrative unit that reports to the Senior Vice President for Finance and Administration. HR provides a full range of high-quality services, products, tools, and programs to its customers who include university staff, faculty, retirees, dependents, and applicants. As a team, HR develops, implements, interprets, and administers HR policies, procedures, practices, and external regulations.

Human Resources is dedicated to providing exceptional customer service in support of the University's Mission, Vision and Guiding Principles. HR is responsible for a number of functions operating under the following primary areas of oversight:

- Office of the Assistant Vice Presidents for Human Resources – oversees the division of HR, represents the division to UNM leadership and the Board of Regents, supports strategic initiatives and projects, creates, develops and manages employee communications and forum groups, administers the university's service award program and provides centralized administrative support on a range of efforts.
- Benefits & Employee Wellness – administers health benefit insurance plans for eligible populations of the university system, facilitates UNM's retirement program, provides educational and consulting guidance on various wellness aspects around physical, emotional, financial, and occupational wellbeing.
- Client Services – provides consultation services for employees and supervisors regarding policy interpretation and performance management. They process employment transactions, recruit for positions, handle unemployment claims, process background checks as well as work directly with campus departments on compliance and implementation of new systems, processes, and policies.
- HR Business Services – oversees HR's budget and accounting operations, technically supports and implements systems, software, and reporting solutions for UNM employees and applicants of the University. This area also oversees the department who functions as a training and development resource for enhancing employees' and manager's soft skills, teaches users how to operate various systems and functions, and trains on how to comply with certain requirements of UNM.
- HR Services – manages the HR Service Center, a centralized customer support and intake desk that also maintains and manages UNM's central employee personnel files for staff. HR Services is also responsible for classification and compensation analysis and the various staff compensation guidelines offered at UNM, labor and employee relations matters including investigations, union negotiations and policy editing and creation.

Much of 2021-22 was dominated by UNM's ongoing response to the pandemic, prioritizing the health and safety of our campus community while balancing the need to return to normalcy. HR is proud of its role in leading these efforts, from the development, implementation, and enforcement of the Vaccine Mandate to the creation of robust remote work processes. Reflecting on the past year, the first goal of HR's strategic plan – People – has arguably never been more important in FY22. We're incredibly proud of the service and support the HR team provided to employees, managers, and departments as the University navigated the continued challenges and uncertainty brought on by the pandemic.

Budget Summary

The HR 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 budget is utilized to provide strategic guidance, consulting support, and compliance support for the various departments of the University. HR strives to make the most of its budget to offer 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 FY2021-22 totaled $7.95M. The primary sources of funding for HR are Instructional & General(I&G) (34%), general institutional services (28%), miscellaneous general (18%), and internal service center funding (5%). Other sources of funding (15%) for HR include transfers, other allocations, and balance forwards. The majority of HR's expenditure budget is comprised of salary & benefit expenses ($5.9M). The primary increases in FY22 include the distribution of the I&G fringe pool, pass-through funding for specific university-wide initiatives throughout the year, as well as increases in HR Shared Service activities throughout the year.

HR Strategic Plan

To continuously realize our vision of delivering exceptional service and resources to make employees' lives better every day, we continue to correlate all projects and initiatives to the goals and strategies outlined in our five-year Strategic Plan (2018-2023). Our goals and strategies are included below, and can be found online at hr.unm.edu/hr-strategic-goals-initiatives.

Goal 1: People

First and foremost, HR is about people. We must enhance the quality and consistency of services and resources we provide to the people who work for UNM and the people that work with HR if we are to succeed in creating a culture of engagement and empowerment for an improved overall experience at UNM.

- **Total Rewards:** Build upon programs and practices that attract, develop and retain quality employees.

- **Improved Service:** Cultivate relationships by providing employees and departments with up-to-date and useful information through consistent and exceptional customer service.

Goal 2: Optimization

Optimize the HR Division by increasing internal collaboration, evolving our organization structure, and refining our business processes to allow us to focus less on red tape and more on helping UNM departments and employees get their jobs done more effectively.

- **Collaboration, Process and Documentation:** Enhance collaboration across HR departments and reduce duplication through the review, refinement and documentation of internal business processes.

Goal 3: Technology

Employ technology to improve efficiency within HR and to increase employee satisfaction and success across campus.

- **HR Technology and Infrastructure:** Deploy technical solutions within our sphere of authority to enhance HR department effectiveness.
- **Effective Partnering Across Campus:** Leverage relationships and expertise with departments across campus to implement and improve enterprise applications, systems, and processes.

Goal 4: Compliance

Embrace HR's role in an effective university-wide compliance program while responding with agility to new challenges and requirements.

- **Initiatives:** Adopt best practices across the Division to effectively support employees, manage risk and control cost.
- **Mandates:** Implement new obligations in a forward-looking manner that promotes an environment of ethics and compliance while balancing efficiency and effectiveness.

ii. SIGNIFICANT ACCOMPLISHMENTS

Below are descriptions of our top five accomplishments. Following those details, we have also listed additional accomplishments which had an impact on University operations.

- **COVID Response**
  - **Vaccine and Booster Mandate Implementation**
    - **Establishment of Vaccine Incentive Program** – In collaboration with the Office of the Provost, HR leadership led the committee that developed the vaccine incentive program, including the recommendations of rules and requirements, processes, eligibility, etc.
    - **Vaccine Mandate Development and Implementation** – As the vaccine incentive transitioned to a vaccine mandate, HR solicited community feedback prior to implementation. Staff reviewed and categorized over 1,300 responses by sentiment and affiliation. In preparation for the mandate, HR worked with both UNM leadership and IT to design, develop, and implement changes and enhancements to the vaccine verification system and underlying data, including developing the underlying rules, logic and structures to facilitate the vaccine requirement and enable successful reporting and enhancements to the COVID Dashboard. The vaccine mandate was implemented August 2021 with a deadline for the university community to be fully vaccinated by September 30, 2021. HR staff was instrumental in monitoring staff compliance with significant tracking, communications, and follow-up. HR worked directly with department managers and supervisor resulting in high compliance rates for staff.
    - **Noncompliance Measures Developed** – To address noncompliance, HR worked with University Counsel to develop the Non-Compliance, Non-Disciplinary Separation Related to COVID-19 Mandate and Safe Practices. Staff guidelines were implemented in September 2021 and communicated via various media sources (e.g. email, forums, town hall meetings, etc.). HR staff worked diligently with departments to communicate, clarify, and assist in bringing staff into compliance with the mandate. As a result, only four (4) regular staff were separated for non-compliance.

        - **COVID Data Reporting** – HR developed the online self-reporting portal for positive COVID cases, as well as a wide array of employee and student screening and compliance reports. Reporting included department-facing reports for employee vaccine compliance, but also student-specific reports that enabled the HSC and Provost's Office on-demand access to vaccine mandate compliance. On a regular basis, HR provided reports to UNM leadership and the schools and colleges on the status of compliance with the mandate.
        - **Exemption Request Process and Campus Communication** – HR played a leadership role in the vaccine mandate implementation, including the coordination of exemption request processes with Office of Equal Opportunity (OEO) and Accessibility Resource Center (ARC), and partnered on student compliance with the mandate. Additionally, HR managed all communications from vaxthepack@unm.edu, including regular notifications and reminder emails. HR partnered closely with UNM Leadership to ensure consistency of COVID and vaccine-related protocols, including close collaborations with the Health Protocols Committee, HSC Academic Affairs, HSC Finance & Administration, and the Office of the Provost. These ongoing partnerships ensured alignment and consistency in the implementation of practices, both between main campus and HSC and among faculty, staff, and students.
    - **Remote Work Program** – In preparation for the August 2, 2021 return to in-person operations, HR developed the remote work and telecommuting program. Efforts included creating a dedicated webpage, forms and a communication plan to provide guidance to the University community, as well as assisting to update the Bring Back the Pack site. HR staff worked with departments and employees to address questions on implementing or terminating remote work agreements.
- **Enhancement and Modernization of UNM Pay Practices**
    - **Minimum Wage Increase** – With the New Mexico state minimum wage increase, HR developed a response plan which included conducting a cost analysis and assessing the impact on departments. A communication plan was developed, and stakeholder meetings were held to educate on the response and

associated costs. HR designed, developed, and implemented the University's response plan to the new minimum wage, effective July 1, 2022. This included the oversight of the analysis process related to revising the Salary Structure, assisting with the development and delivery of plan proposals to University leadership, participating in the implementation process, including communications to campus constituents, engagement of stakeholders, and updates to employee/University records.

- **Salary Structure Change** – The minimum wage increase also impacted UNM's staff salary structure, and to better align with industry practices, the structure was evaluated and updated. Concurrently, HR oversaw the elimination of the Clinical Staff Salary Structure and provided critical feedback and approval in merging those positions into the regular Staff Salary Structure and implemented changes to the Physician classifications to a new broadband grade.
- **Pay Practices Pilot Program - Salary Placement and UAP 3500 Update Preparation** – HR staff designed, developed, and rolled out to pilot program participants the Salary Placement and Equity Tool (SPET), along with the underlying draft salary guidelines. The rollout required effective relationship management with stakeholders and leadership to appropriately vet and gain acceptance of the proposed changes and to mitigate concerns. For the pilot program participants, resources and tools were established to ensure a general knowledge of the new methodology and SPET usage. Tools included a webpage, intranet (Teams page), Standard Operating Procedures (SOPs), and structured training. The pilot program feedback and lessons learned will serve as the foundation for the proposed revisions to University Administrative Policies and Procedures (UAP) 3500 and the final version of the SPET, both slated for FY23 implementation.

- **Health Benefit Plan Changes**
  - **Implementation of CVS Caremark** – HR joined with the Interagency Benefits Advisory Committee (IBAC) to develop an Request for Proposal (RFP) for Pharmaceutical Benefits Management services. The RFP resulted in the selection and implementation of CVS Caremark as the new prescription drug plan, replacing Express Scripts.

- **Resident Physician (RP) Medical Plan Transition** – Transitioned administration of the RP medical plan to HR Benefits and Employee Wellness. Transitioning administration of the RP medical plan to HR provided the opportunity to apply best practices to the oversight of the plan, including evaluation of the financial performance, and implement plan enhancements to control costs while ensuring RP needs are met. Additionally, transitioning oversight provided the opportunity for HR to have a more engaged role in ensuring the plan complies with evolving regulatory requirements and reduced the administrative burden to the Graduate Medical Education Office (GME).

- **Joined HelioCampus Benchmarking Consortium** – UNM joined HelioCampus, a national higher education benchmarking consortium, as a way of better understanding UNM's staffing levels and labor expenses within the context of identified peer institutions. The Helio benchmarking process involves a detailed analysis and mapping of all employees and salary expenses to a "standard activity model," which is used to consistently categorize and compare full time equivalency (FTE) and labor spending allowing for apples-to-apples comparisons across consortium members. HR partnered with HelioCampus to complete the mapping and analyses on FY20 and FY21 data and produced an initial set of "insights." Going forward, these insights will help prioritize opportunities for investment and realignment.
- **Family and Medical Leave Act (FMLA) Centralization and Creation of Absence Management Team** – HR made significant progress toward its goal of centralizing the administration of Family Medical Leave Act requests. HR created a new Absence Management team to effectively manage the oversight of Family Medical Leave, Catastrophic Leave, Paid Parental Leave, and Emergency Paid COVID Leave. The new Absence Management team took the initial step to centralize FMLA administration for staff by developing a streamlined online inquiry process for employees and supervisors to request FMLA. New process flows and other website resources were developed and implemented to clarify responsibilities of employees, supervisors, and the Absence Management team for FMLA administration. The Absence Management team processed approximately 150 FMLA requests in FY22. The Absence Management team also administered the Additional COVID paid leave from September through May, processing 790 requests.

In addition to the items above, the following were key projects that had a significant impact on the University.

- HR Compensation lead a classification study which analyzed and provided recommendations on addressing the differences in comparable positions between main campus and HSC.
- Creation and launch of the Working with Positivity class.
- Implemented new Affirmative Action process and successfully complied with new federal cert requirements.
- Implemented new mandatory discrimination and harassment training with OEO and Diversity, Equity and Inclusion (DEI).

iii. FUTURE PLANS

The primary focus for plans and projects for FY23 will be on those which assist the University in accomplishing the goals and objectives of the UNM 2040 Opportunity Defined strategic plan. HR will address the tactics set by the Office of the Senior Vice President for Finance & Administration for completion in FY23. These tactics directly work toward achieving Objective 1 of Goal 4 of UNM 2040.

- **Staff Professional Development and Succession Planning**
    - **Training Pathways and Toolkits** – Develop training pathways and toolkits to develop both individual and supervisory knowledge, skills, and abilities. Identify and provide training opportunities to prepare for advancement and maintain currency of knowledge in order to strengthen resiliency, proficiency, and professionalism.
    - **New or Improved Training Opportunities** – Set a goal for an enhanced number of new or improved training opportunities, and identify target increases in participation rates in professional development plans above 2022-23 baseline. Identify a target number of "career advancement" personnel actions and measure them against previous years.
- **Staff Compensation and Pay Practice Enhancement**
    - **Salary Placement and Equity** – Implement new staff salary placement and equity process, including the roll-out of the Staff Salary Placement and Equity Tool and revisions to UAP 3500: Wage and Salary Administration.
    - **Policy Revision and Implementation** – Implementation of policy revisions by 12/31/2022; during 2022-23, set target annual staff

turnover metrics and average UNM staff tenure and produce quarterly measurements of progress.

- **Staff Remote Work Policy and Process**
    - **Policy Creation and Implementation** – Implementation of policy revisions by 12/31/2022; during 2022-23, systematically identify all in-state remote/hybrid and out-of-state remote staff. Evaluate conformance to policy and guidelines. Develop processes to monitor compliance at the time of hire, assignment to remote work, and ongoing agreements.
    - **Remote Work Program** – Implement a comprehensive remote work program, including for out-of-state remote work, to support existing employees and enhance recruitment and retention capabilities. For all employment types, implement revisions to existing UAP to effectuate compliance for out-of-state remote work.
- **HelioCampus Benchmarking**
    - **Realign Administrative Functions** – Continue implementing HelioCampus benchmarking effort and utilize data and insights to realign and restructure administrative functions to maximize effectiveness and efficiency.
    - **Develop Reporting** – During 2022-23, produce an annual report to be used to show a reduction in year-over-year administrative intensity metrics in the HelioCampus platform.
- **Other Key HR Initiatives in Support of UNM 2040: Opportunity Defined**
- In addition to HR's four initiatives specifically called for in UNM 2040, the Division has a series of additional priorities and initiatives underway in 2022-23 that directly support the goals and objectives.
    - **Policy Revisions of UAP 3215: Performance Improvements** – To address the August 2020 changes to Title IX regulations, which changed the way schools are required to treat sex discrimination complaints, including claims of sexual harassment/sexual misconduct (UAP 2740), HR is making critical revisions to UAP 3215: Performance Improvement. Efforts will focus on providing clarity to processes for civil rights and non-civil rights violations, as well as review and revision of the Peer Hearing process.
    - **Staff Engagement Survey** – In order to gauge employee opinions about the quality of their organizational work climate and to identify opportunities for workplace improvements, HR is beginning the

process to engage a vendor and administer a staff engagement survey. The survey will gauge views, attitudes, commitment, trust, and perceptions of UNM, and will be used to inform specific initiatives and areas of focus in support of achieving UNM's 2040 Goals.

- **Centralization of FMLA tracking for staff in Banner** – Will work to implement the use of Banner to automate tracking FMLA use for staff through payroll processes. This will eliminate the need for manual tracking at the department level and further centralize FMLA administration for staff.
- **Investigation Process Review and Improvements**
  - **Process Evaluation** – Evaluate the current investigation process from start to finish, including case assignment, implicated party notification, accuracy of the notification memo, final recommendations and case closure. This project will consist of benchmarking against other universities and industry practices.
  - **Trend Analysis** - Evaluate exit survey data to determine if there is any correlation between employee relation matters and turnover; findings may influence changes at the department level and identify training needs.
- **Voluntary Employee Beneficiary Association (VEBA) Plan Document Review and Restatement** – Will make necessary updates and revisions to modernize and clarify VEBA requirements for maintaining UNM medical and dental benefits as a retiree.
- **Flexible Spending Accounts (FSA) and COBRA Third Party Administrator (TPA) RFP** – We plan to issue an RFP for an FSA TPA to identify a vendor that will improve customer service, education and access to resources for FSA participants to improve employee engagement in FSA plans. HR also plans to issue a COBRA TPA RFP per NM Procurement requirements to ensure efficient and cost effective of the highly regulated COBRA continuation requirements for health plans.
- **Hiring and Personnel Action Process Improvements**
  - Implementation of new intake methods for tracking requests and monitoring productivity and workload.
  - Implementation of an internal Core Office Electronic Personnel Action Form (EPAF) to enhance the efficiency of processing personnel actions such as career ladders and reclassifications.

- Implement expanded background check process for regular staff, including centralizing the process for collecting criminal conviction certifications from applicants and integrating background check assignments in UNMJobs.
- Dependent Education Administration improvements to include development of an online application to streamline the Dependent Education program. We will also seek to identify opportunities to automate processes between Benefits, Financial Aid, and the Bursar's Office to reduce administrative burden of the program, improve communication, and create customer satisfaction in the process.

iv. APPENDIX

APPENDIX A: EMPLOYEE & ORGANIZATIONAL TRAINING

Staff Development (in-person courses)	FY18	FY19	FY20	FY21	FY 22
Total number of courses	24	24	20	no courses offered in-person due to COVID	no courses offered in-person due to COVID
Total number of participants	320**	301	464	-	-
Staff Development (online courses)	FY18	FY19	FY20	FY21	FY 22#
Total number of courses	15***	15	15	46	40
Total number of participants	462**	411	314	902	858
Leader Specific Courses (in-person and includes ULead)	FY18	FY19	FY20	FY21 (all courses virtual)	FY 22!
Total number of courses	35	35	20	47	45
Total number of participants	582**	389	208	175	67
Consulting services provided by EOD per departmental request	FY18	FY19	FY20	FY21	FY22
Total number of services provided	77	89	83	60	107
Total number of participants	1,294	1,515	1539 people impacted*	980 people impacted*	1744 people impacted*

*These numbers reflect the impact of each consultant/trainer on participants. There are instances where the same participants take multiple trainings, or more than one staff member works on a project.
**Includes Professional Development Certification Program.
***Eleven new titles from Development Dimensions International Inc. were added for online courses.
Staff Development includes Staff Success Days, Open Enrollment courses and individual EOD courses offered through Learning Central.
! Leader Specific Courses in FY 22 only include ULead and Career Pathways programs

APPENDIX A CONTINUED
Client List FY 2022

- Bilingual Teacher Residency
- Benefits – HR
- Cancer Center
- Cancer Research Center
- Center for Developmental Disability (CDD)
- Center for Applied Positive Psychology
- Center for Teaching and Learning
- Compliance, Ethics, and Equal Opportunity (CEEO)
- Clinical Trial Informatics
- College of Fine Arts
- College of Music
- College of Nursing
- College of Population Health
- Community Health Workers
- Center for Southwest Research and Special Collections (CSWR)
- Dental College
- Dermatology
- Economics
- Executive Vice President
- Facilities management
- Family Community Medicine
- Gallup Staff
- Gallup Foundation
- Graduate School Office
- UNM Student Health and Counseling (SHAC) IT Grand Challenges - Successful Aging
- Harwood Art Museum
- Hearing Office
- Higher Education Regents Committee
- Health Sciences Center (HSC) Executive Health Council
- HSC Mentorship
- Health Sciences Library and Informatics Center (HSLIC)
- Institutional Support Services
- Interdisciplinary Science Co-Op
- Internal Medicine
- Latin American Institute
- Linguistics
- Lobo Quality Improvement
- Lobo Card Office
- Masters of Science in Clinical Research for School of Medicine Research Opportunities (MSCR)
- Neurology
- New Mexico Tumor Registry
- OB-GYN
- Office of Diversity, Equity and Inclusion
- Office of Medical Investigator
- Office of Professional Development (OPD)
- Office of Sponsored Projects
- Parking and Transportation Office
- UNM Medical Group
- Parking Business Office
- Pediatrics
- Project ECHO Leadership Group
- Research Administrator's Symposium
- Research Development Office
- School of Law
- School of Medicine
- Southwest Environmental Finance Center
- Staff Council
- Staff Council Leadership Group
- Student Affairs
- Transportation Services
- UNM IT
- UNM Gallup IT

APPENDIX B: ULEAD STATISTICS

Fall 2021 Cohort Size = 19

Learning Pathways and attendee total:

- Diversity and Inclusion in the workplace = 1
- Managing Relationships in the workplace = 9
- Project Management = 9

Participating Departments:

- Campus Events
- Cancer Center Research Administration
- Children's Campus
- Center for High Technology Materials (CHTM)
- Dept. of Neurosurgery
- Environmental Health and Safety
- Graduate Medical Education
- Graduate Programs Operations, Anderson School of Management
- HSC Sponsored Projects
- Internal Audit
- Internal Medicine, Translational Informatics
- IT Services
- Patient Family Support Services at UNMCCC
- Pediatrics (Peds)
- Project ECHO
- UNM-Valencia

Spring 2022 Cohort Size = 35

Learning Pathways and attendee total:

- Diversity and Inclusion in the workplace = 0
- Managing Relationships in the workplace = 20
- Project Management = 15

Participating Departments:

- Center for Teaching and Learning
- Chemistry and Chemical Biology
- Community Health Worker Initiatives
- Enrollment Management
- Facilities Management - Engineering & Energy Services
- Financial Aid/Enrollment Management
- Health Worker
- I.T. Academic Technologies
- Internal Medicine
- Information Security & Privacy – IT
- Neurology
- Office of Assessment & Academic Program Review (APR)
- Office of Compliance, Ethics and Equal Opportunity
- Office of Institutional Analytics
- Office of the HSC EVP & Health System CEO
- Office of the Provost
- Peds Hematology/Oncology
- Peds- Division of Neonatology
- President's Office
- Project ECHO
- Radiology
- School of Law
- Student Financial Aid Office Administration
- Student Health and Counseling (SHAC)
- School of Medicine Dean's Office
- Student Activities Center
- Student Financial Aid
- University libraries--Tech. Services—Cataloging
- UNM CDD
- UNM Health Sciences Marketing
- UNM Continuing Education Health Careers

APPENDIX C: OTHER PATHWAYS AND TRAININGS

HSC Mentorship 2022 - 24 participants

7/2021-12/2021

Strategic Planning Sessions:

- Harwood Art Museum
- College of Fine Arts
- School of Music
- School of Medicine
- Higher Education Regents Council (HERC)
- College of Population Health
- Masters of Science in Clinical Research for School of Medicine Research Opportunities (MSCR)
- SHAC
- Honors College
- Latin American and Iberian Institute
- Department of Economics
- CSWR
- Office of Sponsored Projects

Annual Mandatory Training	CY18	CY19	CY20	CY21
Basic Annual Safety Training	93.5%	95.3%	83.6%	84%
Intersections: Preventing Discrimination & Harassment	93.4%	94.7%	82.3%	82.8%
Active Shooter on Campus: Run, Hide, Fight	93.6%	95.5%	83.7%	84.3%

APPENDIX D: TECHNICAL TRAINING AND SPECIAL PROJECTS

Technical Training and Projects	FY21	FY22
Technical Projects	31	20
Spanish Translation Services	5	2
PEP Information Sessions Total Participations	67	32

Special Projects FY22

- Linguistics Bias Training
- Diversity & Inclusion Training for ECHO Assignment
- Lobomart Course Build
- Coffee with Purchasing
- Updating Legacy Exams/Questions
- Banner 9 Faculty Self-Service
- Teaching Assistants/Graduate Assistants American Association of Collegiate Registrars and Admission Officers (AACRAO) Family and Educational Rights and Privacy Act (FERPA) Training for UNM Personnel (EOD 795)
- Originating a Labor Distribution EPAF
- Collaborative Institutional Training Initiative – Institutional Review Board (CITI-IRB) Course Creating and Assignment ECHO
- Open Enrollment Videos English/Spanish
- PDF versions of BAST training
- IT Applications Vyond Videos
- Zoom Authentication Vyon Videos
- Learning Central clean up, removal of outdated courses
- Replacing OPBA videos with updated versions
- Enrollment Management course maintenance
- Deactivate sunsetting DDI courses, replace
- Taking over HR Performance Evaluation Process (PEP) report

APPENDIX E: EDUCATIONAL BENEFITS

Tuition Remission Statistics

Department	Academic Year 18-19	Academic Year 19-20	Academic Year 20-21	Academic Year 21-22
Continuing Education*	$859,260.10	$854,080.00	$765,590.97	$1,101,117.62
Continuing Med Education	$126,513.56	$90,423.00	$40,346.00	$43,500.42
Miscellaneous**	$135,693.08	$140,401.50	$64,674.45	$96,858.00
New Mexico State University	$94,665.10	$132,265.30	$151,841.10	$126,066.30
Recreational Services WOW Program	$79,981.00	$46,377.00	$10,035.00	$58,692.00
University of New Mexico**	$3,558,556.13	$3,841,411.66	$3,831,583.04	$4,137,029.12
Total	$4,854,668.97	$5,104,959.10	$4,864,070.56	$5,563,263,46

*Continuing Education includes all non-credit courses from colleges such as Anderson School of Management, College of Education, etc.
**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

	Academic Year 18-19	Academic Year 19-20	Academic Year 21-22	Academic Year 21-22
Total	$1,147,789.96	$1,138,108.65	$1,318,015.48	$1,086,197.49

APPENDIX F: HEALTH BENEFITS

Employee Health Plan Enrollees – Active Employees

	FY19				FY20				FY20				FY22			
	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	Lobo Health	Total	BCBS	Pres.	Lobo Health	Total	BCBS	Pres.	Lobo Health	Total
Single	1,207	496	671	2,374	N/A	490	2,445	2,935	N/A	480	2,405	2,885	N/A	511	2318	2829
Double	403	188	181	772	N/A	196	684	880	N/A	194	709	903	N/A	214	752	966
Family	648	228	269	1,145	N/A	230	994	1,224	N/A	217	982	1,199	N/A	237	986	1223
Employee + Child(ren)	258	116	142	516	N/A	116	484	600	N/A	112	497	609	N/A	112	481	597
Total	2,516	1,028	1,263	4,807	N/A	1,032	4,607	5,639	N/A	1,003	4,593	5,596	N/A	1,078	4537	5615

Benefits Enrolled – Retirees Under 65

	FY19				FY20				FY21				FY22			
	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	Lobo Health	Total	BCBS	Pres.	Lobo Health	Total	BCBS	Pres.	Lobo Health	Total
Single	209	92	69	370	N/A	98	266	364	N/A	88	272	360	N/A	84	254	338
Double	61	24	18	103	N/A	22	76	98	N/A	24	74	98	N/A	21	54	75
Family	12	9	2	23	N/A	8	11	19	N/A	6	10	16	N/A	3	14	17
Employee + Child(ren)	9	4	3	16	N/A	5	8	13	N/A	9	6	15	N/A	8	14	22
Total	291	129	92	512	N/A	133	361	494	N/A	127	362	489	N/A	114	336	452

Benefits Enrolled – Retirees Over 65

	FY19				FY20				FY21				FY22			
	Lovelace	Pres.	AARP	Total	Lovelace	Pres.	AARP	Total	Lovelace	Pres.	AARP	Total	Medicare Advantage	Pres.	AARP Medicare Supplement	Total
Single	380	530	429	1,339	385	539	437	1,361	408	546	462	1,416	743	543	482	1768
Double	175	257	226	658	171	256	250	677	162	252	266	680	268	245	291	804
Family	1	0	0	1	1	0	0	1	1	0	0	1	2	0	0	2
Total:	556	787	655	1,998	557	795	687	2,039	557	798	728	2,097	0	788	773	2574

Flexible Spending Accounts (FSA)*

FSA Type	CY19	CY20	CY21	CY22
FSA Health Care	1,445	1,377	1,316	1248
FSA Dependent Care	263	209	177	162
Total FSA Participants	1,708	1,586	1,493	1,410

*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.

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

Employee Type	FY19		FY20		FY21		FY22	
	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age
Faculty	2,347	50.33	2,366	50.32	2,389	49.98	2,349	50.20
Staff	4,896	45.38	4,918	45.07	4,889	44.76	4977	44.51
All Employees	7,243	47.9	7,284	47.7	7,278	47.4	7,326	47.36

	FY19				FY20				FY20				FY22			
	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	Lobo Health	Total	BCBS	Pres.	Lobo Health	Total	BCBS	Pres.	Lobo Health	Total
Single	1,207	496	671	2,374	N/A	490	2,445	2,935	N/A	480	2,405	2,885	N/A	511	2318	2829
Double	403	188	181	772	N/A	196	684	880	N/A	194	709	903	N/A	214	752	966
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Employee + Child(ren)	258	116	142	516	N/A	116	484	600	N/A	112	497	609	N/A	112	481	597
Total	2,516	1,028	1,263	4,807	N/A	1,032	4,607	5,639	N/A	1,003	4,593	5,596	N/A	1,078	4537	5615

APPENDIX G: COMPENSATION

Type	FY19	FY20	FY21	FY22
Career Ladder (CRLDR)	20	26	10	23
Counter Offer (CTOFR)	15	15	7	9
In-Range Higher Level Duties (INRNG)	25	34	31	39
In-Range Same or Lower Level Duties (INRGP)	5	11	11	5
Market-based PCLASS Adjustment (PCLAD)	224	299	142	306
Reclassification (RECLS)	269	190	197	273
Retention Offer (RTOFR)	65	71	79	125
Staff Only-Internal Equity Adjustment (IEQTY)	309	231	185	691
Temp Salary In-Range Adjustment (TPSAL)	84	89	118	84

*Increase in Reclassifications in FY16 was partially due to the IT study.
**Increase in P-Class Adjustments is partially due to compliance with the FLSA Overtime Rule change.
***Increase in P-Class Adjustments is due to various market reviews resulting in grade changes for group/job families with multiple incumbents.
'N/A' means that this Job Change Reason Code did not previously exist and, therefore, could not be reported on.

APPENDIX H: STAFF PERFORMANCE

Performance Evaluations

Type	FY19	FY20	FY21	FY22
Evaluations Due	4,469	7,728	7,598	7,596
Evaluations Received	4,327	7,728	7,598	7,596
Percent Evaluations Received	96.8%	100%	100%	100%

Performance Ratings

Rating	FY19		FY20		FY21		FY22	
Goal Successful	4,304	99.5%	3,847	49.8%	3,782	49.8%	3,788	49.9%
Goal Not Successful	23	0.5%	17	0.2%	17	0.2%	10	0.1%
Job Successful	4,307	99.5%	3,849	49.8%	3,786	49.8%	3,789	49.9%
Job Not Successful	20	0.5%	15	0.2%	13	0.2%	9	0.1%

APPENDIX I: DEMOGRAPHICS

Total Staff by Gender

Gender	FY19	FY20	FY21	FY22
Female	3,169	3,176	3,162	3,230
Male	1,727	1,741	1,726	1,745
Not Reported	0	1	1	2
Total	4,875	4,918	4,889	4,977

Total Staff by Age Range

Age Range	FY19	FY20	FY21	FY22
<=30	622	679	666	739
31-40	1,172	1,198	1,223	1,237
41-50	1,206	1,185	1,207	1,197
51-60	1,244	1,210	1,182	1,184
61-70	613	605	577	579
>70	39	41	34	41
Total	4,896	4,918	4,889	4,977

Total Staff by Ethnicity

Ethnicity	FY19	FY20	FY21	FY22
American Indian	233	255	247	244
Asian	104	109	126	142
Black or African American	93	88	96	102
Hispanic	2,048	2,097	2,104	2,174
Native Hawaiian	9	6	8	4
Non-Resident Alien	52	63	66	69
Race/Ethnicity Unknown	113	110	105	104
Two or More Races	80	89	96	105
White	2,164	2,101	2,041	2,033
Total	4,896	4,918	4,889	4,977

APPENDIX J: STAFF EMPLOYMENT

Turnover

Type	FY19		FY20		FY21		FY22	
Voluntary								
Resigned	574	69.1%	493	63.9%	439	60.9%	681	72.8%
Retired	157	18.9%	150	19.5%	174	24.1%	129	13.8%
Involuntary								
Released*	53	6.4%	48	6.2%	38	5.3%	42	4.5%
Relieved**	33	4.0%	52	6.7%	27	3.7%	50	5.3%
Layoff	5	0.6%	10	1.3%	25	3.5%	10	1.1%
Discharged	4	0.5%	9	1.2%	6	0.8%	4	0.4%
Deceased	5	0.6%	9	1.2%	12	1.7%	13	1.4%
Total	831		771		721		721	
Annual Rate***		16.7%		15.7%		14.7%		18.7%

*Released employees are employees whose assignment ends, typically for a term appointment.
**Relieved employees are employees who are let go during the probationary period
***Percentage of Turnover in relation to total employees in Demographic tables.3

Total Staff Hires

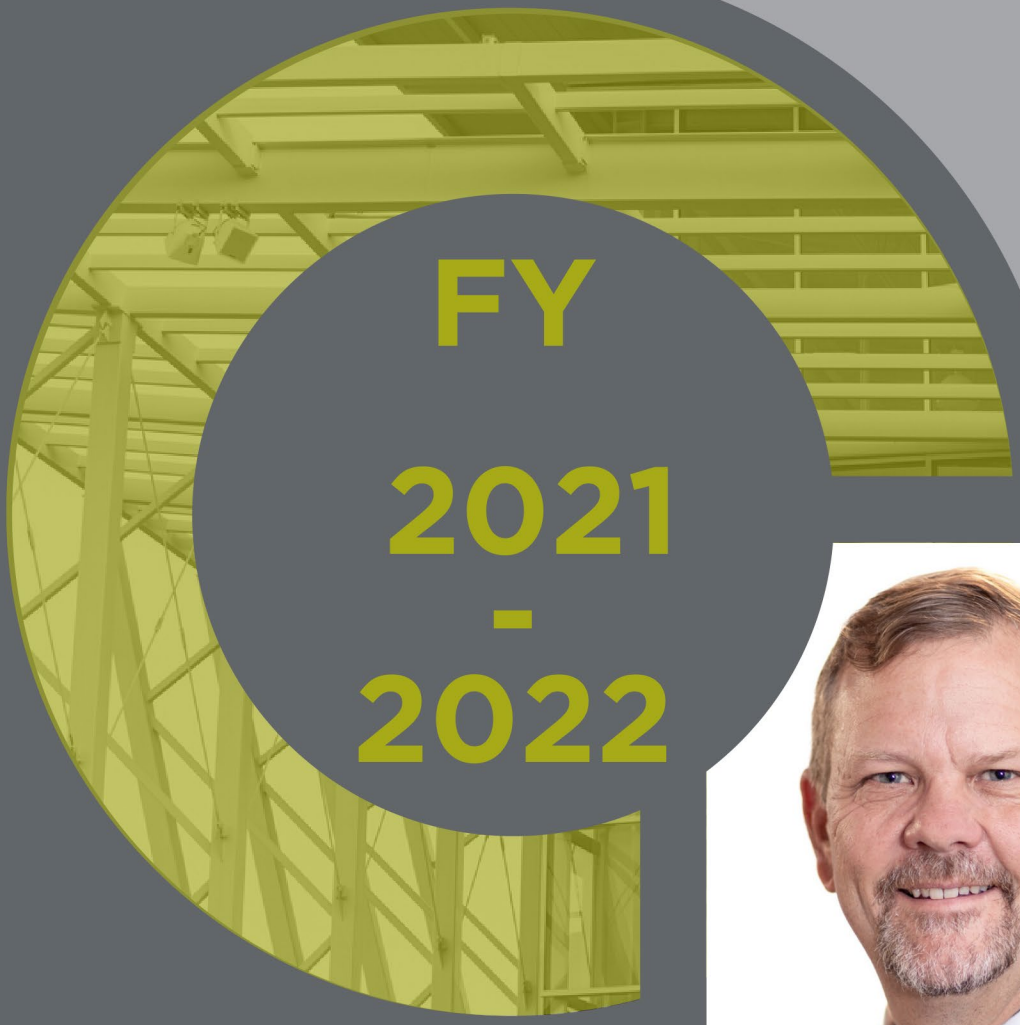
Type	FY19	FY20	FY21	FY22
Competitive Hires	1,107	419	326	1449
Alternative Appointment Hires	73	22	27	96
Total Regular Hires	1,180	441	353	1545
On-Call Hires	278	52	46	207
Temporary Hires	46	12	19	35
Total of All Hires	1,504	505	418	1787

UNMTemps Placements

Location	FY19	FY20	FY21	FY22
Main/Branch	263	80	42	82
HSC	112	15	12	36
Total	375	95	54	118

INORMATION TECHNOLOGIES

IT.UNM.EDU



FY 2021 - 2022

CHIEF INFORMATION OFFICER

Duane Arruti

MISSION AND VISION

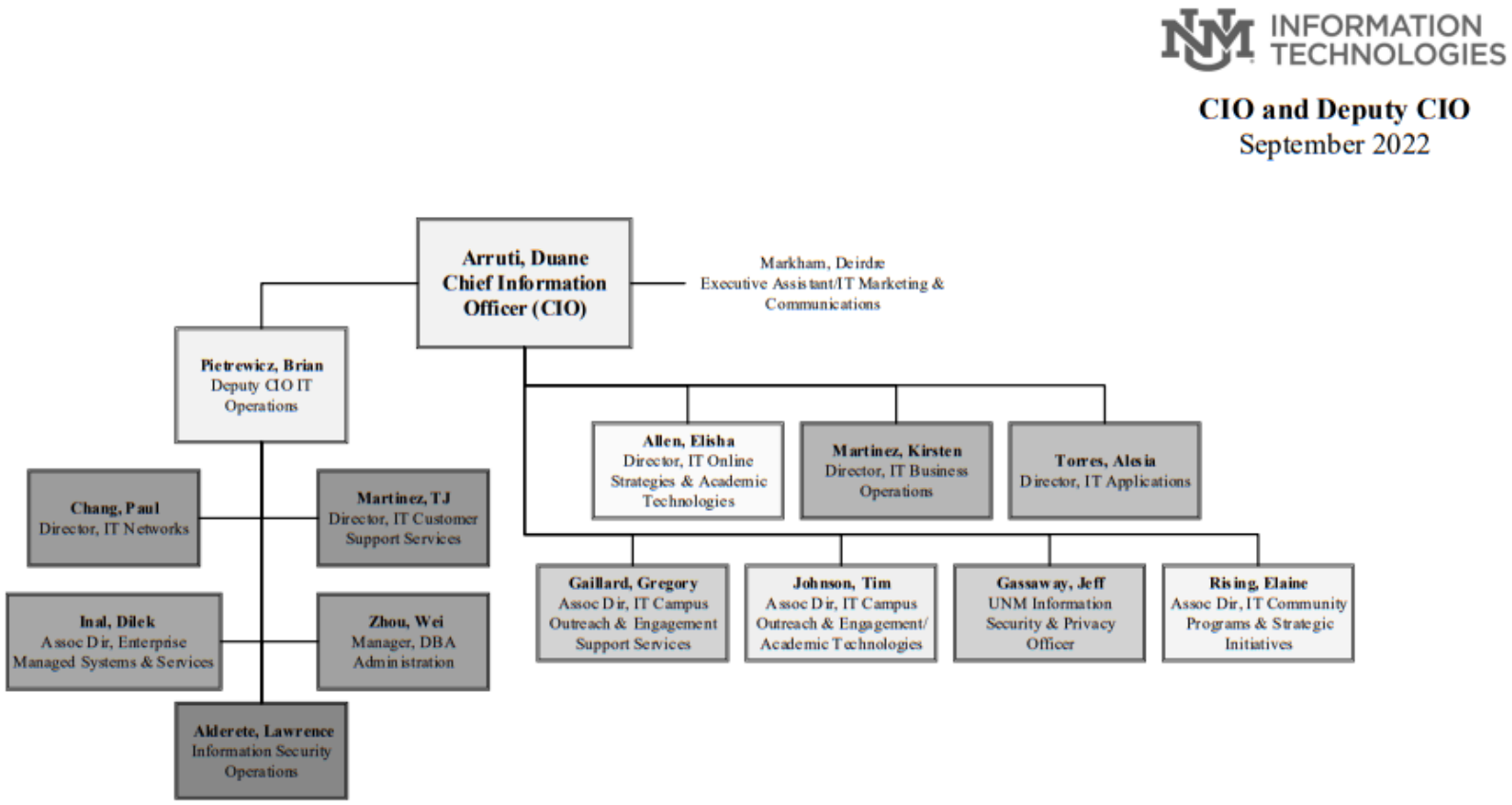
Mission

University of New Mexico's Information Technologies (UNM IT) provides effective and efficient information technologies and services to advance UNM's educational, research and service missions.

Vision

UNM IT will partner strategically with the community of New Mexico's Flagship University to enable success without boundaries through innovative technologies and services aligned with its educational, research, and service missions.

ORGANIZATIONAL CHART



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i. EXECUTIVE SUMMARY

Executive Summary

The EDUCAUSE 2021 Top IT Issues examined three potential scenarios for the role of technology in higher education after the pandemic: restore, evolve, or transform. As 2020 saw at least a decade's worth of change, 2021 was a year of reestablishing a foundation and moving forward in a world that had undergone so much change. UNM IT focused on how to: define and restore campus to a 'new normal' including hybrid education, administration, and research models; evolve technology to support these new models with enhanced and more widely available resources; defend against new threats/challenges; and continue to strategically partner with the community to further the missions of the university into the post-pandemic age. While we have accomplished a lot this past year, particular focus was placed on cybersecurity, digital literacy and inclusion, and evolution of our technology services in support of academics.

Cybersecurity has been an ongoing focus year-to-year, but in 2021 concerns about cyber security risks were at an all-time high and with strong support from our IT Executive Governance Council, UNM IT was able to make huge movements forward in improving our security posture. Specific efforts and accomplishments include:

- Worked with UNM Risk Services, UH and Health Science Center (HSC) Chief Information Officers (CIO), and Marsh Insurance Brokers to complete an exhaustive evaluation of information security controls and opportunities for continued improvement.
- Renewed UNM's comprehensive Cyber Insurance Policy, with the acknowledgment that a rise in information security liabilities across all industries and a targeted rise in liability across higher education were significant challenges to overcome.
- Evaluated a number of security tools and licensing options before selecting, negotiating, and implementing Microsoft's A5 suite of tools to all active student, faculty, and staff accounts managed by UNM IT. The resulting Enterprise License Agreement managed statewide by UNM was negotiated successfully to include significant discounts for us and other participating higher education institutions and moved our statewide pricing (for interested higher education institutions) to a better tier, thereby offering additional savings on our per license costs.
- Led a statewide cybersecurity funding proposal on behalf of NM higher education institutions to secure additional funding for cybersecurity efforts and worked with the New Mexico Department of Higher Education (HED), the Legislative Finance Committee (LFC), and the Department of Finance and Administration (DFA) on advancing the request. Although not fully funded at the requested level, the proposal

is receiving $1.7M to be allocated through HED to higher education institutions in 2022.

- Deployed Multifactor Authentication (MFA) on all servers and administrator credentials with elevated privileges on UNM IT-managed services.
- Deployed and enhanced MFA for all UNM IT managed accounts (NetIDs and passwords) for 27 services to include sensitive and highly visible applications such as Microsoft O365, TouchNet payment processing, Zoom web conferencing, Learn learning management system, and more. Having multifactor authentication in place for email alone significantly improves UNM's security posture.
- Implemented mandatory security requirements on UNM Zoom meetings and prepared campus for their use.
- Implemented software that prevents forging emails across the entire UNM M365 email system to quarantine suspect emails that contain issues with sender authentication information commonly associated with spoofing addresses and phishing campaigns. Created a robust service, including temporary after-hours support, to assist users with addressing any issues they may encounter that require release or other follow-up with a quarantined message.
- Deployed Endpoint Detection and Response (EDR) to Enterprise and Departmental Servers, and to all enterprise-managed workstations. EDR provides detail logging and alerting of malicious activity on servers and desktops. EDR also provides quarantining capabilities when malicious activity is detected. Made progress in further deploying to other workstations managed through our campus outreach initiative. These efforts continue.
- Expanded the use of Splunk security platform to include core and application firewalls. Thirty-seven (37) billion events are now being processed per month which is a 500% increase from the previous year.
- Initiated configuration and testing of tools to deploy internal phishing campaigns as an education and awareness initiative for our campus community. Full campaigns began in Spring 2022.
- Implemented an enterprise commercial Identity and Access Management to replace the legacy solution which was developed in-house. The system manages NetID administration including provisioning, de-provisioning, and end-user password resets. The new system includes significantly improved security features, vendor support, patching, and improved password reset capabilities. Users are now empowered to reset their own passwords using a registered cell phone, eliminating the need to call the IT Customer Service Desk.
- Launched an effort to mature and greatly expand the continuous vulnerability monitoring service which includes re-implementing Nessus

and leveraging robust product features. Nessus utilizes a combination of network port scanners and software agents to perform periodic recurring vulnerability assessments to examine the University's internal and external network attack surfaces.

- Facilitated four Health Insurance Portability and Accountability (HIPAA) risk assessments of main campus components of UNM's HIPAA environment and planned next year's assessments. These assessments assist UNM in forecasting and managing foreseeable risks related to main campus health care components.
- Pursuant to updates of the Gramm-Leach-Bliley Act (GLBA) safeguards rule, established processes for routine risk assessments for UNM's enterprise information systems that contain consumer financial information, including student financial aid information. These assessments assist UNM in forecasting and managing foreseeable risks related to covered information and provide details for updates of UNM's information security program.
- Collaborated with UNM's Financial Services to continue to improve UNM's Payment Card Industry (PCI) compliance program.
- Collaborated with UNM Purchasing, among other stakeholders, to overhaul UNM's processes for purchasing IT goods and services, and to establish a security purchasing workflow in LoboMart, resulting in dramatically shorter times to process risk assessments and procure software, goods, and services. This project included heavy institution-wide participation through UNM IT's Campus Outreach and Engagement organization and was completed in 2021. Modifications are planned in 2022 to incorporate p-card transactions and applications review.
- Collaborated with UNM's Office of Sponsored Projects (OSP) and Office of Vice President for Research (OVPR) to monitor upcoming requirements for Department of Defense contracts, including Cybersecurity Maturity Model Certifications (CMMC); updated National Institute of Standards and Technology (NIST); and updated Defense Federal Acquisition Regulation Supplement (DFARS). This work will position UNM researchers and contractors to be able to apply for new work, and to show compliance for existing work, once the standards are updated, finalized, and become effective.
- Partnered with UH in defining processes for mutual support.
- 2021 improved the foundation of cyber security at UNM and will serve as a platform for continuous improvement into the future.

Digital Literacy & Inclusion became an important theme during the pandemic, as remote work and learning illuminated the digital divide that is more pervasive in New Mexico than in many other states. As drafted in their Annual Report to the

New Mexico Legislature, the Office of Broadband Access and Expansion (OBAE) reports on the Digital Distress Index, developed by Purdue University and researcher Roberto Gallardo. This index shows areas of the state where a higher share of homes lack devices and internet connectivity. A geographically large percentage of New Mexico has a "high' distress index while a relatively small section is considered "low" in terms of digital distress measures. Purdue University considers "the digital divide as the number one threat to community economic development in the 21st century". Therefore, UNM IT is actively engaged in ways to enhance device and software availability, internet connectivity, and digital information and literacy in the state as this effort is tied directly to college recruitment, readiness, and success; workforce production and availability; and economic development for New Mexico.

- Through OBAE within the Department of Information Technology, New Mexico has begun the preliminary work needed to create a state Digital Equity Plan. During this foundational phase of the project, New Mexico is constructing a baseline for the state on the five areas of digital equity (1) broadband access; (2) accessible and inclusive online content; (3) digital literacy; (4) personal data and cyber security; (5) devices and tech support. The New Mexico Office of Broadband, housed within DOIT, is building an interagency digital equity team to identify, engage, and onboard key stakeholder organizations to support the planning efforts through a regional strategy. During this initial phase of the project, the team will inventory state stakeholder organizations for engagement and establish an Outreach Strategy to engage key stakeholders throughout the process. UNM IT is a key stakeholder in this project.
- UNM IT pursued grant funding totaling over $1.2M from The U.S. Department of Commerce's National Telecommunications and Information Administration (NTIA) Connecting Minority Communities Pilot Program to enhance UNM's networking infrastructure on campus, at the branches, and at the Albuquerque GigaPoP (ABQG), with the anticipation of a possible award in early fall, 2022.
- UNM played a leadership role with the Consortium of Higher Education Computer/Communications Systems (CHECS) collaborative organization in the development of a comprehensive proposal for the Governor's Emergency Education Relief (GEER) funding. GEER funding received totaled $2,315,204 which was distributed by UNM, acting as fiscal agent for the award, to 30 institutions within the State of NM in support of various spending priorities as identified in the original CHECS GEER proposal. This project is planned to close September 30, 2022. In addition to funding for UNM initiatives that increase access such as support for mobile network connectivity and long-term laptop loan

programs for students, the GEER proposal included a $115,000 set aside for cybersecurity support to fund the implementation of baseline best practices that will substantially improve the security posture of higher education institutions.

- In support of the New Mexico Statewide Education Network's (SEN) goals to implement a state-wide, high-quality, and resilient broadband network, UNM developed a proposal to provide co-location services at UNM Gallup. The $650K project will stand up the UNM Gallup data center as a vendor-neutral, co-location facility to be utilized by local internet service providers (ISPs) to provide cost-effective internet services to underserved and unserved students in the community.
- As an additional component to the SEN, UNM led a CHECS effort to request $5,000,000 in funding for facilities upgrades (HVAC, electrical, physical security, and 24/7 access, etc.) that will support broadband expansion to students and teachers through anchor institutions such as K12, libraries, and Higher Ed, ultimately benefitting the entire state. This work requires basic upgrades to regional "nodes" at Higher Education Institutions throughout the state where internet traffic will be aggregated. Node locations include: UNM – ABQ GigaPop, NM Tech, NMSU, WNMU, Clovis Community College, ENMU (Roswell and Ruidoso), NMHU, Santa Fe Indian School, San Juan College, Northern NM College, with future expansion to Taos, Raton, Hobbs/Carlsbad.
- The partnership between the UNM IT and New Mexico Native communities was funded in the 2022 New Mexico legislative session for $350,000. The award funds the development of a comprehensive CIO plan for expansion of digital inclusion in the State of New Mexico via various collaborative pathways. As part of the planning effort, the collaborators will submit additional funding requests/grant proposals to sustain the activities beyond the year one-year planning horizon.
- UNM IT collaborated on the development of a New Mexico Legislative funding request in 2020 in response to the Pandemic Covid19 emergency as well as providing a remedy for the Yazzie v. Martinez New Mexico Supreme Court ruling. The request will support research and planning activities that will result in a statewide, long-range comprehensive plan for tribal communities, tribal libraries, tribal education resource centers, tribal schools, Native American charter schools, the heavily impacted school districts (those receiving Impact Aid). This IT comprehensive plan is necessary for developing soluble, long-range solutions for providing secure, reliable, and distributed internet connections necessary for instruction, materials delivery, and linking technologies. This initiative was funded in 2022 legislative session for $800,000.

- The state-of-the-art Adobe Creative Commons studio (ACC), envisioned and funded by a collaboration between UNM IT, UNM Libraries, and Adobe, was completed. The ACC is an information & digital literacy hub that supports the UNM community in designing, creating, and producing digital content, including online/digital documents, video, audio, graphics, or images. The ACC facilitates a multidisciplinary learning community that welcomes and supports users from all experience levels, and that promotes creativity, collaboration, and experimentation. In addition to robust software for digital media production, the ACC offers reservable booths supporting audio and video production. This unique offering promotes learning, sharing, and collaboration, and features display spaces as well as workshops, resources, and onsite technical support.

The Role of Information Technology in supporting the *academic mission* of the university was never more important than in 2021. Building on the initiatives begun during 2020 to support remote operations, UNM IT continued to invest in academic spaces and access to academic technologies as part of the institution's planning for returning to campus. Through investments in both physical spaces and improved online services, UNM has emerged from the pandemic with a significantly different relationship between technology and education.

- Supply chain limitations impacted many classroom renewal projects in 2021 with long lead times on some audio-visual control equipment, but UNM IT was successful in completing outfitting of centrally scheduled classrooms with cameras and microphones to support remote participants. These components were a critical support for UNM's return to campus, allowing some flexibility for students and faculty to continue to engage in coursework when illness or other pandemic-related circumstances limited their ability to get to campus. This included baseline equipment in UNM's 150 centrally scheduled classrooms, additional equipment to support remote presence in many classrooms in Mitchell and Dane Smith Halls for hyflex instructional modalities, and additional lecture capture equipment in all of UNM's centrally scheduled large lecture halls. The large lecture hall builds were helpful for supporting both large enrollment classes and departmental requests for support of hyflex events.
- UNM completed a multiyear selection and implementation of a new Learning Management System for the institution. Lauded as an example of a very inclusive selection and implementation process, UNM IT went live with Canvas by Instructure as UNM's enterprise Learning Management System in June of 2022. As the hub of an academic technology ecosystem supporting over 80% of scheduled credit hours

across the central campus (including HSC) and the branches, replacing the learning management system involved:
    - Re-implementation of many integrations such as Zoom or publisher content
    - Application of UNM policies and practices in the context of the new system's functionality
    - Migration and archiving of thousands of course sections
    - Development of support documentation and training materials
    - Deployment of a comprehensive communication plan for campus
    - Training and support for faculty transitioning to the new system for instruction
- In partnership with the Office of the Vice President for Research, UNM IT expanded support for research computing on campus with the selection and implementation of an Enterprise license for Qualtrics surveying tools. Adding to enterprise licensing for Adobe, Microsoft, SPSS, Matlab, Zoom, and others, UNM IT has made a significant investment in providing access to software licensing needed to complete academic and productivity tasks for students, faculty, and staff on their own devices and through virtual labs. This is a significant support for technology access as well as for UNM's Bring Your Own Device (BYOD) strategies.

Budget Summary

UNM IT's operating budget for FY22 totaled $33.3M. The primary sources of funding for UNM IT include sales and service revenue (40%), I&G (30%), and student tech fees (13%). Other sources of funding include banner tax, grant funding, and one-time annual allocations of equipment/building renewal and replacement dollars. The majority of UNM IT's expenditure budget includes personnel costs ($19.9M), annual software licensing fees ($5.8M), hardware maintenance, and cost of goods sold ($4.5M) associated with resale of UNM IT services and equipment. Licensing obligations continue to increase each year, as does the need for technology refresh. To address these fiscal challenges, UNM IT is working with campus leadership to consider a new funding model and continues to look for operating and capital funding sources to fund maintenance and renewal costs and new infrastructure. UNM IT was successful in working with executive leadership and the legislature to secure almost $10.7M in funding to address a range of critical renewal and refresh initiatives ranging from computer labs, classrooms, alarms, and network infrastructure. This funding included General Obligation Bond (Bond C) that was approved by the voters in Fall 2020, of which UNM IT has 3 projects totaling $9.2M, which are currently in process. Additionally, through several collaborative efforts with the Consortium of Higher Education Computer/Communications Systems (CHECS) organization and HED, UNM IT played a key role in obtaining GEER I/II funding and a legislative appropriation through HED for higher education institutions in support of various

statewide initiatives ($4.7M). For FY23, funding of $5M requested through the Public Education Department (PED), has been allocated for the Statewide Education Network. This funding was also a result of a collaborative proposal of higher education institutions and will build off the work currently being completed at UNM Gallup (funded by GEER II) to stand up additional network aggregation sites throughout New Mexico. During FY22 budget development, a recommendation to consolidate UNM's online course fee with the existing student technology fee for main campus and Health Sciences Center (HSC) students was approved, effective Fall 2021. As part of this student technology fee, we are able to fund the cost of the new learning management system, Canvas, as well as other student-facing services.

ii. SIGNIFICANT ACCOMPLISHMENTS

IT Compensation Strategy/Comprehensive Review of IT Positions In collaboration with UNM Compensation, UNM IT conducted a comprehensive review of multiple IT job classifications (grade 16 and above). Utilizing Human Resources' (HR's) Salary Placement and Equity Tool (SPET) process, in which UNM IT was a pilot contributor, we were able to address significant salary issues for several employees. HR's SPET program was especially challenging for Campus Outreach where careful coordination of decentralized budgets with each hire was required. This new process created the personnel infrastructure to support and manage systems and services associated with the funding model and shared services model noted in the future plans section below. Additionally, through the FY23 Mass Salary Update process, UNM IT provided additional increases to address pay inequities, pay compression, and to bring employees closer to midpoint/market value within other job classifications.

IT Rewards and Recognition (Incentive Program) UNM IT implemented a CIO Rewards and Recognition Program in 2020 to recognize UNM staff and student employees that have demonstrated exceptional service to the UNM community and who have made significant contributions to the University through innovative ideas or action resulting in efficiencies, IT service improvements, reduced cost, or wider acceptance of IT operations. The program consists of a quarterly nomination process and staff award recipients receive $1,000 each and student award recipients receive $250. In December 2021, we held the 2nd annual CIO rewards and recognition event and honored 29 UNM IT staff nominees and two UNM IT student employee nominees.

IT Building Modernization and Space Updates In an effort to facilitate collaboration and improve employee working spaces, UNM IT Building 153 underwent remodels in various areas within the building, including a significant

remodel of our 1st and 2nd-floor areas. The main UNM IT building will be undergoing continuous improvements during FY23, including renovation of three restrooms with FY22/FY23 Facilities Investment Needs (FIN); previously BR&R – (building renewal and replacement funds) allocated funding.

Organizational Restructure While efforts to coordinate resources across teams and organizational boundaries was largely successful, maintaining coordinated communication amidst changing requirements and a lack of a unified funding model made sustaining growth with appropriate student employee and area staffing a challenge. While much of the challenge can be explained by the complexity of the number of teams involved as well as supply chain shortages and other issues, the complexity of the process created a time cost that limited the current model's effectiveness. It became clear that a new organizational structure that could better accommodate higher-order integration, growth, and accountability would be needed to support emerging security requirements and user experience that aligns with UNM 2040 goals.

Campus Outreach Retention This year proved more challenging than expected where pandemic impacts and area leadership changes made the fundamental role of service delivery for each Information Technology Officer (ITO) area more complex to manage and coordinate across teams. Yet every area with a signed Memorandum of Understanding (MOU) remained committed to the program despite the scope program requiring a much higher degree of cross-organizational alignment, service management along with additional security/compliance requirements without the benefit targeted resource planning. Consistent with One UNM values and the UNM 2040 plan, efforts to restructure the team as integral to a shared services model are underway.

Women in Technology (WIT) UNM IT established a Women in Technology (WIT) affinity group (open to all UNM faculty and staff, and affiliate members) to support the empowerment of women in technology and to help create and support initiatives that promote a supportive and inclusive environment. Our organization was chartered in early 2021 and kicked off its first event with a panel discussion at Tech Days (June 2021).

UNM IT and Explora Partnership UNM IT partnered with Explora through a Letter of Agreement to engage high school students who live in historically excluded communities with technology. This initiative includes the placement of a UNM IT student employee as an IT Ambassador to Explora who serves as a high school student mentor, as well as a member of the planning team for various concurrent coding opportunities and contests.

Mobile App Contest The Office of the Chief Information Officer (CIO) sponsored its eighth-annual Mobile App Contest, providing an opportunity for students from UNM and Central New Mexico Community College (CNM) to develop and apply coding skills to make useful mobile applications for the community. Judges from across UNM, CNM, and the business community awarded cash prizes to top contestants.

Tech Days The Office of the CIO hosted the 12th annual, and 2nd completely virtual Tech Days, encompassing three days, and including 17 live and 15 pre-recorded sessions on the use of existing technologies on campus and trends in cybersecurity and post-Covid classroom technology. The 2021 Tech Days drew attendance from staff and faculty from UNM, employees from other New Mexico colleges, the City of Albuquerque, and Albuquerque Public Schools, among others. This year, we had 2,432 unique page views on the Tech Days site. We had 717 users attending 1,412 sessions. Attendees logged into the sessions from New Mexico, Texas, California, Colorado, Nevada, Arizona, North Carolina, Washington, and Iowa.

Classroom Standards and Classroom Modernization UNM IT continues to support modernization and standardization of technology in academic learning spaces. As a baseline standard, centrally scheduled classrooms now include laser projectors, Crestron Audio Visual controls, and speakers in all centrally scheduled classrooms. UNM IT completed the Clark Hall remodel and upgraded approximately 18 rooms with new instructional technologies just prior to the Fall 2021 semester. Due to the ongoing resource shortage, UNM IT was unable to upgrade or refresh additional rooms to the base standard.

Hyflex Classroom Builds UNM IT completed several projects to add additional tiers of technology support to centrally scheduled classrooms such as lecture capture (large lecture halls), Hyflex classrooms (Dane Smith, Centennial, and Mitchell Hall), and refinements to standard remote equipment in remaining centrally scheduled classrooms. These tier 2 technologies include a document camera, one or more room cameras, ceiling microphones, and one or more displays for showing remote participants. Additional capabilities were added to all centrally scheduled Large Lecture Halls to accommodate more sophisticated use cases for both academic classes as well as meetings and events.

Hyflex Event Support The return to campus generated many requests for support of Hyflex meetings and online webinars. UNM IT worked hard to develop sustainable strategies for responding to these requests, which essentially represented a service that did not exist before the pandemic. To keep it sustainable UNM IT worked with meeting hosts to provide them with information and skills to support their meetings safely and successfully. UNM IT also made recommendations for classrooms with pre-installed assets that could be used to

support Hyflex events and developed a list of approved local vendors that could provide higher touch support when needed.

Laptop Checkouts Funded in part by GEER funding, UNM IT continues the long-term student laptop checkout program. In Fall 0f 2021, 198 laptops and 24 hotspots were checked out. In Spring 2022, 109 laptops and 14 hotspots were checked out. For Summer 2022, 23 laptops and 8 hotspots were checked out. The student laptop checkout program underpins our efforts to ensure access to technology and UNM's Bring Your Own Device (BYOD) strategies.

Adobe Creative Commons and Computer Lab Updates After many years of planning and preparation with interruptions caused by the Pandemic, UNM had a soft opening of the Adobe Creative Commons as a partnership between UNM IT and the College of University Libraries and Learning Sciences. The opening included staff and student employee support at a new support desk, relocation of the Lobo Brain Bar, and checkout of media equipment. IT built 43 Adobe Creative Cloud tutorials and offered 7 trainings in the new Adobe Creative Commons located in Zimmerman Library. The space has been successful and has become a model for redesign of other UNM IT Computer labs on campus. For the Computer Classrooms, the focus in FY22 was upgrading the software packages, such as MatLab, Adobe CC and SPSS.

UNM Canvas UNM IT in collaboration with multiple campus partners and stakeholders went live with a new Learning Management System (LMS) for UNM in June of 2022. As a major enterprise tool supporting over 80% of schedule credit hours at UNM, a decade of archived course content, and many integrations, replacing this system successfully was a significant achievement by a team whose regular workload maintaining the old system didn't diminish while they were working on the new one.

UNM Canvas Support Anticipating increased support need with the Canvas implementation, UNM IT rewrote all their UNM Learn documentation to update it for the Canvas system and hired and trained additional student employees to handle anticipated heavy support demand in the Fall 2022 semester.

Qualtrics Enterprise License The Qualtrics Enterprise license was migrated onto a new domain and opened for mass adoption for all UNM persons with NETIDs. A total of 227 new accounts were provisioned, and 138 tickets were created and resolved. This process change includes the development of communications plans, migration strategies, regular weekly meetings of the implementation team, and development of FastInfo / triage resources.

UNM Zoom Zoom is integrated with the Learning Management System and used as a stand-alone authentication to support remote instruction, business and administrative meetings, research collaborations, Executive / Board of Regents meetings, etc. Zoom continued to serve as a critical piece of university infrastructure in FY22. As the public health emergency transitioned into a long-term response, UNM IT transitioned from heroic incident response to development of sustainable processes and procedures. Some of that meant inventing new services, writing new integrations, and developing new documentation, training, and processes. For instance, to deal with growing cloud recording usage, UNM IT developed an integration with Kaltura for academic classes, rolled out a new mediaspace.unm.edu service to support non-academic cloud recordings, and successfully communicated with hundreds of account owners to update the cloud recording strategy without losing user content or disrupting any operations. This item alone was an outstanding achievement. Simultaneously, the UNM IT replicated the integration with UNM Learn so that it would work with Canvas. Specific metrics for Zoom Service and support can be found in the appendix.

UNM Kaltura The UNM enterprise video content management and delivery service, Kaltura, provides lecture capture, web-based multi-media and video content creation tools, automation of workflows for collaboration and the creation of captions to meet accessibility requirements, and facilitates granular permissions for the delivery of content to meet policy and legal compliance for privacy and copyright protections. As a tool that saw exponential growth in FY21, Kaltura continues to serve as a key component in UNM's academic technology ecosystem. In addition to stabilizing staffing and support for Kaltura in FY22, UNM IT replicated the integration that existed with UNM Learn and developed a media strategy as part of the migration from UNM Learn to UNM Canvas. is the UNM enterprise video content management and delivery service providing lecture capture, web-based multi-media and video content creation tools, and automation of workflows for collaboration and the creation of captions to meet accessibility requirements. Kaltura facilitates granular permissions for the delivery of content to meet policy and legal compliance for privacy and copyright protections.

- Used by all academic units, colleges, and branches through a contextual integration with the Learning Management System
- Supports the academic, administrative, research, and other parts of the diverse UNM community through an integration with Zoom to provide a best-of-breed approach for managing recordings of meetings
- Used as stand-alone system through UNM MediaSpace to leverage millions of minutes of recorded lecture and meeting content (https://mediaspace.unm.edu)

Specific metrics for Kaltura Service and support can be found in the appendix.

ADA Compliant Video Captioning In support of Americans with Disabilities Act (ADA) accommodations for teaching and learning including an enterprise accessibility checker in the Learning Management System, UNM IT implemented an enterprise closed-captioning system that was integrated with the LMS and Kaltura to automate workflows, approval queues, reporting, and billing processes. Several important developments regarding Captioning and accessibility for live web meetings and on-demand video content over the past year include:

- Deployment of a live automated live transcription service in UNM Zoom that can be used by all licensed UNM staff, faculty, and students.
- Close collaboration with UNM Accessibility Resource Center staff on an RFP for a live captioning solution (selecting ACS/AI-Media) and subsequent implementation of a system to provide a live closed caption solution for ADA Compliant student accommodations for both remote and on-site classes.
- REACHv2 is the UNM enterprise captioning system contextually integrated with the Learning Management System and Kaltura for captioning on-demand content (not live).
- Automated machine captions are created for all video content in the system at around 90% accuracy.
- 6,121 Media Files human captioned with 99% accuracy to meet ADA Requirements for a total of 117,862 minutes of captioned video.

Security Assertion Markup Language (SAML) Proxy SAML Proxy was implemented to allow Health and Health Sciences (HHS) users to temporarily utilize their HHS NetIDs to access main campus services with Multi-Factor Authentication (MFA), while a long-term strategy is devised. This eliminated thousands of failed log-in attempts monthly by HHS users.

Endpoint Detection and Response (EDR) The University implemented EDR. A software agent was loaded onto many University-owned end-user computing devices including but not limited to laptops, desktop and workstations, and servers. The EDR agent will allow for the continuous monitoring of devices for malware and other threats, as well as remote response. Ongoing monitoring of alerts, as well as policy creation and maintenance will be performed where applicable, and as needed.

Multifactor Authentication (MFA) for UNM's Central Authentication Service (CAS) CAS serves as the authentication front-end for the Banner suite of applications as well as hundreds of websites. CAS was moved from Lightweight Directory Access Protocol (LDAP) to Azure Active as its authentication source.

This allowed the implementation of MFA for access to some of UNM's most sensitive data.

Software-Defined Data Center (SDDC) Network Infrastructure The virtual networking component of UNM's data center was upgraded. This upgrade improved the security capabilities of our data center firewalls, and allowed for prevention of malicious traffic on data center networks, substantially improving the security posture of our data center. The SDDC includes security features that allow application workloads to be isolated from one another. UNM IT has migrated approximately 70% of systems within the enterprise data center to the SDDC, with the remainder targeted for migration over the coming calendar year. Infrastructure enhancements also encouraged Campus Outreach areas to migrate systems where the complexity of some of these systems (e.g. OnBase and the Bookstore's point of sale/management solution) is a notable increase in Campus Outreach technical sophistication and commitment.

School of Law Migration to Enterprise Services Many of the School of Law's systems were migrated to central services to take advantage of enterprise support and security services.

Continuous Vulnerability Management UNM IT has launched an effort to mature and greatly expand the continuous vulnerability monitoring service which includes re-implementing an existing solution and leveraging all product features. This service is powered by solutions from Tenable Network Security (Nessus Vulnerability Scanners, Nessus Agents, and a Nessus Manager instance). Nessus utilizes a combination of network port scanners and software agents to perform periodic recurring vulnerability assessments to examine the University's internal and external network attack surfaces. The service has been designed to support all IT environments including those maintained by both enterprise and departmental units located on the Main, North, and South campuses, as well as the Branch campuses (Gallup, Los Alamos, Taos, and Valencia).

Email Authentication Enhancements As required by its cyber-insurers, the University will implement an open standard that specifies how to prevent sender address forgery (i.e. prevent threat actors from sending abusive e-mail messages carrying fake UNM sender addresses). The implementation will include measures to ensure that UNM email can only originate from authorized UNM mail servers, significantly reducing the amount of abusive email being received by UNM community members.

Email Security Enhancements (Spam/Phishing/Malware Filtering) The University will implement features included in Microsoft's Defender for Office 365 suite to safeguard the LoboMail service. The 'safe links' feature will enable end-

users to more easily identify hyperlinks associated with phishing, and in some instances will prevent users from accessing confirmed phishing pages. The 'safe attachments' feature will more thoroughly check for malware transmitted via email attachments. As Microsoft continues to improve the O365 service, components such as Defender for O365 will be continually improved, which will help to protect the University from new and emerging threats.

Legacy Authentication Demise UNM IT intends to phase out the availability of legacy authentication protocols currently in several enterprise services. Allowing end-users to access and use legacy authentication poses a significant information security risk to the University's enterprise systems. A limited number of client applications that do not support modern authentication protocols will need to be replaced with alternatives. Examples include but are not limited to Skype for Business and older email clients like Mozilla Thunderbird.

Team Integration UNM IT's commitment to cross-training and team alignment helped ensure the success of several security and systems accomplishments noted in this report e.g. Endpoint Detection and Response, Legacy Authentication Demise, and Server Migrations into SDDC. While the teams were successful, the communication and coordination required in the context of a pandemic and changes with area administration defined a limit to the current committee structures. Continued growth will require more concrete team integration that represents a consistent degree of accountability, resource management, and planning.

Build and Implement Policy Management and Approval System The UNM Policy Office's policy request, review, and approval processes were historically done in a very manual way. We have automated the process as well as created a centralized document management location.

Implement Capital Project Management System The Office of Planning, Design & Construction manages the predominance of projects at the University of New Mexico's main campus and several branch campuses. Project volume is 150 -200 per year, currently totaling $187,000,000 at this writing. This project completed the implementation of new Design and Construction project management software for Internal department use in project management and financial tracking; reporting to executive leadership.

Lobo Check-In: Implementation of Check-In for Student Affairs Offices Implemented a system for the Student Affairs Offices to allow students to check in when they visit. Check-ins are done via card readers that will be implemented at the entrances of the offices. Students use LoboCards to check-in. Check-in data is tracked for review by the office staff.

UNM Police and Campus Security Authority (CSA) Website UNM IT created and implemented a new website for UNMPD using the UNM environment and technologies to replace their current vendor system. This application is used by Campus Security Authority (CSA) to report Clery Act-related incidents. These incidents are reviewed and acted upon by the Compliance Office and the Police Department. These incidents are also used by the Compliance Office for Clery Act reporting requirements.

Enterprise Programs of Study Application for Graduate Programs Developed and implemented an Enterprise Programs of Study Application for Graduate Programs accessible to Anderson School of Management (ASM) Graduate students for planning purposes that matches catalog requirements for their program.

Campus Map Implementation for ISS (Soft Launch) Innovated the current campus maps (PDF, web) with a more attractive and accessible solution that provides a better experience to users (visitors and others). This has been implemented for ISS, Housing, and Parking; per 2040 goals this will be rolled out campus-wide.

Workday Adaptive Planning - Budgeting/Forecasting Tool In collaboration with UNM Controller's Office and UNM's Senior Administrative Vice President, implemented a financial planning tool to help UNM with financial and planning strategies. The efforts of the project focused on cash projections, debt projections, and operating outcomes. Provide UNM leadership with robust information to provide what-if scenario analysis to improve planning. Future potential for enrollment planning, and facility planning.

Enhancing Student Registration (College Scheduler) In collaboration with Enrollment Management implemented a scheduler system that enables students to identify days/times when other commitments prevent them from taking classes, allowing students to choose from courses that do work with their real-life.

TargetX - Admission Application Supported an Enrollment Management TargetX Implementation by implementing an admission application and its integration to Banner for prospective undergrad and non-degree students who wish to apply to UNM. User experience and support are inconsistent across these applications.

Edge Switch Software-Defined-Network (SDN) Automation As a component of the Campus Edge Switch refresh, UNM IT has implemented a Software Defined Networking component to facilitate consistent delivery to many switches in a short period of time.

HSC North Campus Optical Fiber Budgetary Estimate UNM IT was asked to provide a budgetary estimate to upgrade the optical fiber on North Campus. The goal of this project is to determine the budgetary cost to modernize the existing obsolete campus fiber that is 30 years old. After a significant amount of surveying and estimating, the budgetary estimate was presented to HSC Networks staff.

Enterprise Next Generation Firewall Uplift UNM IT uplifted the main campus firewall to improve redundancy and high bandwidth connectivity, laying the groundwork for upcoming campus network redesign.

Enterprise Voice Services PBX Upgrade The recent upgrade of the NEC Fusion network was done, in large part, to contractual obligations requiring UNM remain within two versions/revisions of latest revision on all PBX servers, application servers, applications, and voice services. This upgrade provides UNM, UNMH, and HSC with a more robust and versatile voice network. The upgrade also lessened UNM's physical footprint and reduced power consumption.

10-Digit Dialing UNM IT implemented 10-digit local dialing in July of 2021 in order to comply with changes at the state level. The changes to local dialing were necessary in order to support nationwide deployment of the 988 National Suicide Prevention and Mental Health Crisis Lifeline.

Campus Wireless improvement UNM IT completed the wireless access point upgrade of Santa Clara Hall and Hokona Hall for UNM Residence Life and Student Housing, replacing 130 access points. UNM IT provided Bandelier West, Nuclear Engineering, and Physical Plant full or expanded wireless coverage. Wireless coverage was added to Johnson main and auxiliary gyms in anticipation of possible evacuations from fires in New Mexico. The Lobo Village wireless access point upgrade is ongoing, due to equipment shortages. (Please see Appendix for campus wireless usage maps).

iii. FUTURE PLANS

Identity Management

In partnership with the Health and Health Sciences CIO, identify options, pros, cons, and recommendations for addressing barriers to system access and collaboration created by multiple NetIDs on campus and prepare a plan to execute the solution based on executive leadership decisions.

Statewide Broadband Colocation Sites for Digital Equity

Partner with the New Mexico Higher Education Department, Public Education Department, Public Schools Facilities Authority, Department of Information Technology, Department of Transportation, and other Higher Education

Institutions in the State to leverage Higher Education sites to enhance network connectivity for Higher Education and K-12 and to serve as a carrier-neutral site for internet service providers to expand services in underserved areas of the state, creating competition to improve service and reduce cost. Leverage UNM Gallup as a State-funded pilot site for service delivery.

Student Experience Portal Roadmap
In partnership with the Office of the Provost and other key departments across campus, design, develop and implement a dynamic individual-based experience for students by creating a web portal that integrates a clear, interactive roadmap of steps they need to take each semester to be successful in registering, scheduling, finding events and navigating related processes across campus that are key to their student experience.

Interactive Campus Map
In partnership with Institutional Support Services and the Chief Compliance Officer, develop and launch a new enterprise interactive campus map to help address compliance gaps by indicating inclusivity and ADA features such as lactation and wellness room locations, universal restrooms, accessible paths of travel, buildings, doorways, elevators, and parking.

Develop IT Funding Model for UNM Evaluate the current funding of information technology (IT) at UNM and provide a recommendation of an IT funding model.

Development of Software Asset Management Process and Use Policy
Develop a software asset management process for UNM to ensure the effective management, control, and protection of the software assets within UNM throughout all stages of their lifecycles.

IT Compensation Strategy/Comprehensive Review of IT Positions In collaboration with UNM Compensation, continue to evaluate IT position classifications, conduct formal market rate analysis, and make recommendations for retention offers utilizing HR's pilot Salary Placement and Equity Tool (SPET) process. Focus will be on recruitment/retention of IT student employees and continuation of compensation reviews for IT staff job classifications.

UNM IT Building Modernization and Space Updates In an effort to facilitate collaboration and improve employee working spaces, UNM IT Building 153 will be undergoing continuous improvements during FY23, including renovation of two restrooms within the building.

Purchasing Risk Assessment (PRA) Improvements Implement process improvements and additional features for UNM's PRA processes, including status reporting, and data steward approvals, among other improvements.

Comprehensive Information Risk Assessments In collaboration with UNM's Compliance Ethics and Equal Opportunity (CEEO) Office, HIPAA Privacy Office, UNM Financial Services Division, and Enrollment Management, UNM IT is helping to develop and implement a comprehensive risk assessment approach for those subject to contractual or regulatory compliance assessments (including HIPAA and Gramm-Leach-Bliley Act (GLBA)). This approach will assist units in efficiently and effectively documenting and demonstrating compliance. This approach will also provide UNM leadership with data to improve UNM's overall risk management strategy.

Controlled Unclassified Information (CUI) in the SDDC UNM IT allocated a portion of its SDDC environment, also known as 'LoboCloud', for hosted services intended to store, collect, transmit, or otherwise process CUI securely. With automation capabilities of SDDC, users can expect faster deployment times for their CUI-related services while meeting CUI compliance obligations for research and other sensitive data.

GLBA Risk Assessments and Migrations For non-enterprise systems that contain consumer financial information, including student financial aid information, UNM IT will assist units responsible for those systems in either migrating to an enterprise system or conducting GLBA risk assessments. These assessments assist UNM in forecasting and managing foreseeable risks related to covered information and provide details for updates of UNM's information security program. The first risk assessment is being conducted for enterprise systems in fall, 2022.

GLBA Compliance: Encryption at Rest and in Transit for Banner Databases Encryption licensing for Banner Oracle databases has been procured and will be implemented in the coming months. Encryption at rest is a requirement for GLBA, HIPAA, and other regulations and when implemented, will render data unreadable without the decryption keys. Encryption in transit will also be implemented which will prevent data from being intercepted and read while in transit on the network. These encryption features will be deployed along with logging and auditing improvements to Banner, to help improve how UNM complies with data privacy and security regulations.

Adobe Creative Community: A UNM Creative New Mexico! Native Digital Inclusion Partnership UNM IT will work to strengthen and expand our Native

Digital Inclusion Partnership through comprehensive collaborative community planning.

UNM IT and UNM Online Partnership UNM IT will formalize its partnership with UNM Online to co-develop and deliver Accelerated Online Program bridge courses in Native and historically excluded communities in New Mexico with an emphasis on digital inclusion.

UNM IT and the New Mexico Black Leadership Council Partnership UNM IT will formalize a sustainable partnership with the New Mexico Black Leadership Council that supports youth and families who are often historically excluded. Our team, in collaboration with the New Mexico Black Leadership Council (NMBLC), will co-design, co-conduct, and co-fundraise to support: a). entry-level and upskill training programs; b). creation of an NMBLC Smart Classroom; c). pathways for black youth to enter UNM technology degree or certification programs by engaging prospective students in regularly scheduled events on UNM Campus; and d). college prep online courses developed and delivered for targeted communities.

UNM IT Comprehensive Plan UNM IT will create a comprehensive plan that is necessary for developing soluble, long-range community programs and events. This plan will include a budget forecast and annual target goals.

UNM IT Community Events UNM IT will host the annual Tech Days and Mobile App Contests. In early 2022, UNM IT will mentor Explora during the Mobile App Contest planning and execution phases, with the goal of helping Explora establish an annual Mobile App Contest for high school students.

Ransomware-Specific Safeguards in UNM's Data Center Based on a ransomware assessment, and to improve upon the many safeguards in place that defend against ransomware attacks UNM IT will implement and enhance a). Multi-factor authentication for all tools used to broadly administer other systems; b). backup system security controls since backup systems are often the first point of attack from ransomware; c). storage systems security controls since storage is also a primary target for ransomware attacks.

Continuous Improvement of Service Processes in IT Applications Continued implementation of DevSecOps (means building security into application development from end to end), with focus on automated deployments, security checks, application monitoring at every layer of the system, and collaborative processes/handoffs between UNM IT groups.

Student Relationship and Campus Communications Program (CRM) In partnership with the Office of the Provost and other key departments across campus, design, develop and implement a dynamic individual-based experience

for students and systems that provide engagement and communication for those students through the creation of a Program that includes the creation of a web portal that integrates a clear, interactive roadmap of steps they need to take each semester to be successful in registering, scheduling, finding events and navigating related processes across campus that are key to their student experience.

Streamlyne Electronic Research Administration Application Integrate Streamlyne Electronic Research Administration Application with Banner as a replacement to the current system, Cayuse.

IT Service Management Re-Implementation (Help.unm) This project consists of 3 efforts: - Cherwell 9.6 Out-of-the-Box Implementation - Recreation of Service Catalog - Workload Standardization. The implementation of an upgraded Service Management System for use across all UNM IT.

Preferred / Affirmed Name - Phase 2 - Gender and Pronoun Categories The scope of the project is to collect data about gender and pronoun entries at the registration time and allow existing students to update the demographic information in Banner.

LoboEats Hosting and Support This application allows UNM users to enter locations where food is available for free on campus. Users of the application can then use the app to get free food. The goal of this application is to reduce food waste. Biraj and Sarita Caras, a faculty at Honors College, would like IT to host and support this application once development is complete. This application was a winner in the CIO-hosted Mobile Applications Contest for students.

General Obligation Bond Funded Central Campus Fiber Optic Upgrade The goal of this project is to modernize the existing obsolete campus fiber that is 30 years old and reduce the number of zone hubs through consolidation to improve efficiency. This project will upgrade optical fiber from the University buildings to their respective zone hub. The new zone hubs that are impacted include Centennial Engineering, Physics & Astronomy, and McKinnon Center for Management. To date, 22 buildings have been completed and 24 buildings are in progress.

Edge Switch Software-Defined-Network (SDN) Automation As a component of the Campus Edge Switch refresh begun the previous year, additional automation will facilitate live monitoring, centralized event data collection, and allow UNM IT to streamline switch maintenance for improved performance and equipment health.

ABQG Service Consolidation Bring together service from ABQG to UNM campus and Educational Institutions across New Mexico, to both improve service

level, operational costs, and network performance. Demise leased colocation and cross-connects at 400 Tijeras to reduce overhead for UNM/ABQG and connected participants. Establish the UNM Cancer Center as the secondary location for UNM on-ramp to ABQG/research and commodity Internet service; migrate all UNM branch campus connections to the new UNM Cancer Center location (this will allow for redundant router connectivity at the UNM Core network). The above work enables the option of a redundant Internet service at the UNM Cancer Center which creates resiliency at the regional level.

Restructure Campus Outreach to Work as One Team and Support the Scale of Upcoming Programs Tim Johnson from Academic Technologies joined the team in August as an Associate Director to help maintain balance in roles that have grown in scale and complexity. Working collectively at enterprise scale is important, therefore UNM IT continues to welcome new partners. A shared service agreement with the College of Education and Human Sciences, Continuing Education, Honors College, University College, and UNM Online is in the final stages of development, and we anticipate moving forward with a new IT Officer in late Summer 2022. Our next steps are to leverage the experience of working seamlessly across organizational boundaries to support state-wide initiatives.

The Endpoint Detection and Response Project A unique feature of the Campus Outreach model that highlights efficient near-time collaboration, ensuring key stakeholders that orders and support come together in time. Members of this pilot project knew that the requirements would likely accelerate plans for a centralized funding model that solves for the core issue driving the project. It is notable that two of the more complex and specialized Schools piloted a strategy to target limited funding to where it would be most effective in minimizing risk until a full multi-year program was in place. They socialized the importance of area support and showcased a blended funding model that revived interest in Bring Your Own Device (BYOD) and the universal laptop program.

Outsourcing or 'Enterprising' Area Specific Solutions has become a norm for several areas where complex systems such as the Bookstore's Point of Sale system, Enrollment Management's content management solution, and Student Health and Counseling's electronic health record were both re-homed to data centers with the appropriate expertise from beginning to end where the ITO role shifts to a different mode of accountability. They're part of the implementation and now out in the field, and every accomplishment and strategy noted above included the use of appropriately trained student-managed as staff.

iv. APPENDIX

Customer Support Service Desk

- Phone Assist: 40,683
- Walk-in: 73
- Self-Service: 9,647
- FastInfo: 932,223
- Password Change: 4,061
- First Call Resolution (FCR): 68%
- FCR Minus Infrastructure: 69%

Learn / Canvas Support

- 15,317 Emails, tickets, and support calls
- Learn
    - 2,249 instructors
    - 218,991 student enrollments
    - 34,768 unique users in all roles
    - 10,142 (Banner) sections
- Canvas (Summer 2022 only, go-live)
    - 9070 courses imported from Learn to Canvas to ease instructor migration efforts
    - 466 instructors
    - 11,429 student enrollments
    - 6,889 unique users in all roles
    - 827 (Banner) sections

Zoom Web Conferencing

- 30,585 Licensed Users as Authenticated Meeting Attendees
- 13,947 Licensed Users as Meeting Hosts
- 800,241 Meetings
- 5,294,917 Total Meeting Participants
- 3,133,533 Hours of Zoom Meetings
- 53,974 Hours of Meeting Recordings
- 778 Webinars
- 64,031 Webinar Attendees

Kaltura

- 88,690 Distinct Videos Watched
- 1,983,438 Total Views
- 346,372 Hours of Video Viewed
- 30,327 Licensed Users (Unique Authenticated Users who at least watched video)
- 10,405 Content Creators/Contributors (Authenticated Users who recorded or uploaded new content)
- 126,360 New Videos Created/Uploaded
- 122TB of Media Content Managed

Adobe Creative Cloud

- 14,199 All Apps Licensed Users
- 20.3TB of stored content.

Printing

- Printing services remain at less than half of the volume that existed before the pandemic but have rebounded significantly after return to campus. For FY22, UNM supported 221,170 sheets of printed paper using the WEPA printing service.

Evaluations, Surveys, and Test Scoring

In FY21-22 Academic Technologies' Test Scoring, Survey, and Evaluations Team overcame several substantial challenges including the deployment of a new Loboscore system (Remark OMR) and a move towards mass adoption of UNM's Qualtrics Enterprise License on behalf of UNM's Office of the Vice President for Research.

The team also replenished its staff by replacing 5 graduating and vacant student positions and hiring a full-time Technical Analyst III to lead the team.

Esurvey (Opinio) was the team's most active service with 492 different help requests processed by the team. 66 were new account requests, while 16 were election requests. The Esurvey service was improved with the implementation of a new plug-in that allows for greater visibility and access control across all folders and users.

UNM's Esurvey election service provides administrative support and anonymous/de-identified election results over an average duration of two weeks for eligible elections. These elections are considerable commitments for multiple members of the team, requiring extensive quality assurance and customer engagement. Elections run for FY21-22 include but are not limited to:

- Sandoval Regional Medical Center Bi-Laws and Department Elections
- ASUNM Homecoming
- ASUNM Senate
- Staff Council Precinct Elections
- Departmental elections for Art and Art History

Per the standing SLA between the Provost's office and Academic Technologies, **The Course Feedback Team** (CES Team) delivered the Universities Course and Faculty Evaluations. The CES maintained a steady course from the previous year achieving consistent response rates averaging 48.70 percent of all 1,88,144 eligible enrollments among all courses that did not opt-out of evaluation. Response rates have remained consistent despite the demise of the Blackboard LMS and the ongoing changes throughout UNM brought on by the Covid-19 Pandemic.

The CES team gathered course schedule corrections from 80 participating department administrators and coordinators across all campuses each semester of the fiscal year. They gathered feedback for 93914 enrollments and processed 132 help requests.

CES Response Rates Term	Term/Period	Enrolled	Responses	Response Rate
Summer 21 *	Summer 21/2H	1231	544	44.19%
	Summer 21/FT	6945	3379	48.65%
	Summer 21/NURS	2161	1047	48.45%
	Summer 21/LAW	55	10	18.18%
	Summer 21/ Open Learning	986	582	59.03%
Fall 21 **	Fall 21/All	94522	45918	48.58%
Fall 21/Spring 22 **	Fall 21/Spring 22 Int	1401	435	31.05%
Spring 22 **	Spring 22/All	84036	41360	49.22%
Summer 22 ***	Summer 22/1H ****	1410	428	30.35%
	Summer 22/NURS	131	42	32.06%
	Summer 22/LAW	14	7	50.00%
	Summer 22/Open Learning	100	49	49.00%

* Only courses with evaluations that conclude on or after 7/1/21 are included in these results

** Details for these semesters can be found in the document for 5-year CES Response Rates

*** Only courses with evaluations that conclude on or before 6/30/22 are included in these results

**** These evaluations ended 7/2/22; after the fiscal year

UNM's Loboscore service had 147 test-scoring sessions each consisting of an hour-long appointment block. A new software (Remark OMR) was deployed in Spring 22 which offers quicker scoring appointments, enhanced record keeping, and improved item analysis and reporting for faculty.

In Summary, for FY21-21 the team processed 909 SR's/Incidents in total, rolled out the Qualtrics service, surveyed almost 100,000 enrollments for course feedback, administered 16 elections, and overall achieved outcomes consistent with the success of previous years while expanding in scope and size.

INSTITUTIONAL SUPPORT SERVICES

ISS.UNM.EDU

FY 2021 - 2022

ASSISTANT VICE PRESIDENTS

Lisa Marbury

Melanie Sparks

MISSION AND VISION

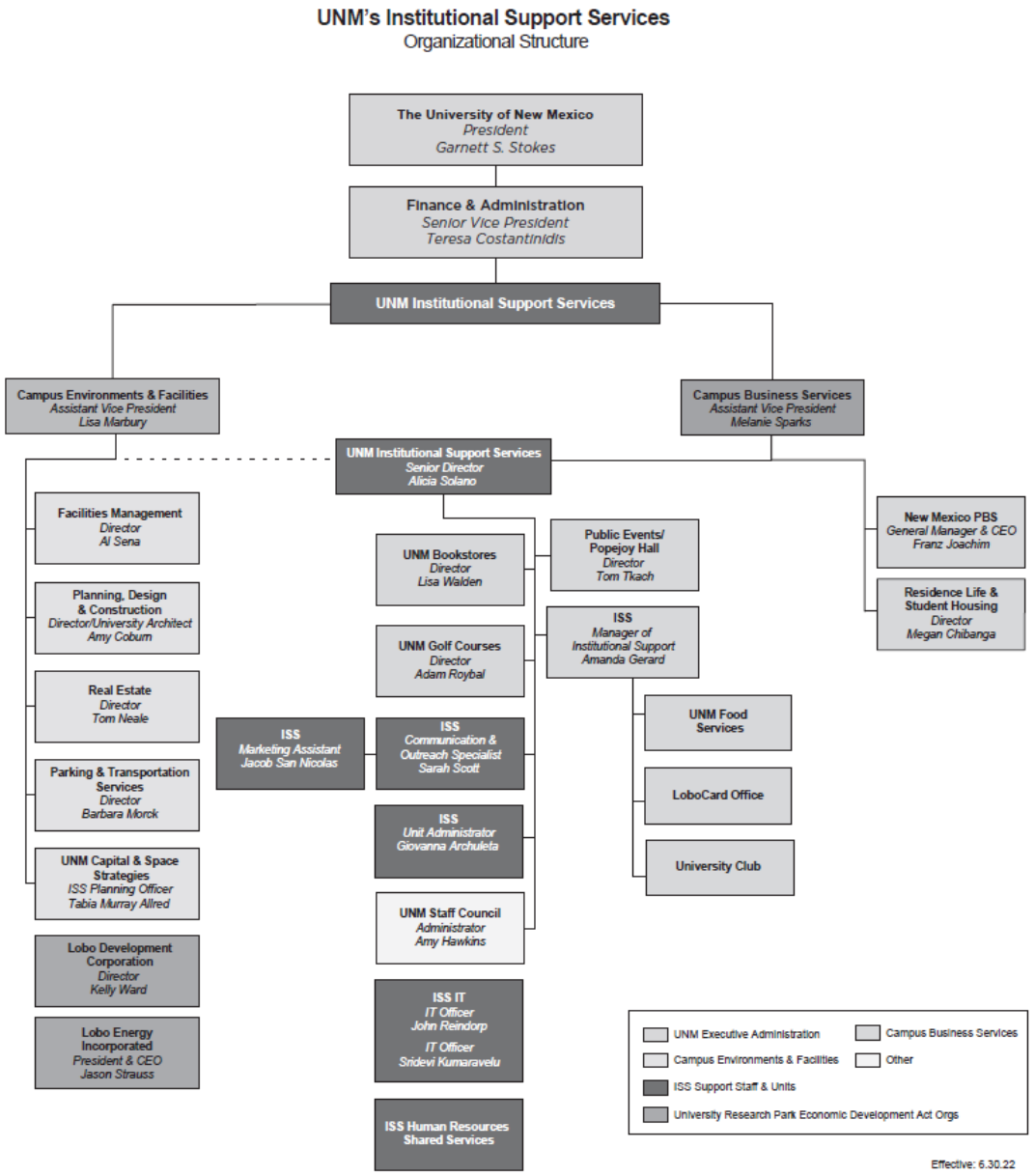
Mission

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



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i. EXECUTIVE SUMMARY

Institutional Support Services (ISS) is a consolidation of the Business Enterprises, Real Estate & Business Development, and Facilities & Planning units at the University. ISS is led by two Assistant Vice Presidents – Lisa Marbury and Melanie Sparks. ISS is comprised of the following departments/units:

Campus Business Services
New Mexico PBS
Residence Life & Student Housing (RLSH)
UNM Bookstores
UNM Public Events/Popejoy Hall
UNM Food
LoboCard Office
UNM Golf Courses
ISS Information Technologies (IT)
Staff Council Administration

Campus Environments & Facilities
Facilities Management (FM)
Planning, Design & Construction (PDC)
Real Estate Department
Parking & Transportation Services (PATS)
Capital & Space Strategies

Campus Business Services is led by Melanie Sparks and Campus Environments & Facilities is led by Lisa Marbury. Additionally, under Campus Environments & Facilities, ISS plays an oversight role in the two University Research Park Economic Development Act organizations, Lobo Development Corporation and Lobo Energy Incorporated.

FY22 can be summarized as the year of organizational changes for ISS and ISS departments. In December 2021, ISS restructured the VP Office to include a Senior Director position to oversee several Campus Business Services divisions. ISS also added a Marketing Assistant position in January 2022, thus launching an ISS communications and marketing shared services unit. This unit provides graphic design, website, and communications support to our departments. In addition to the changes in the VP Office, we also saw organizational changes in UNM Public Events/Popejoy Hall, Ticketing Services, UNM Food, LoboCard Office, and Facilities Management (FM). As the service provider of ticket sales for Popejoy Hall and other arts venues on campus, Ticketing Services merged with UNM Public Events/Popejoy Hall to better streamline and make more effective customer service and operational processes. The LoboCard Office and UNM Food also experienced some staffing changes, which resulted in both departments being reorganized under a newly created position for ISS: Manager, Institutional Support. This reorganization established a clear point of contact and leadership over the LoboCard Office, UNM Food, and University Club. Lastly, prior to the end of FY22, ISS and FM determined that the Utilities division would benefit to be established as an independent department. Elevating the division to a department would prepare the University to meet the vision and goals established in the UNM 2040: Opportunity Defined strategic planning process. The new department was named Utility Services Department (USD). FM and USD established a plan to transition and maintain continuity as the two departments

are closely linked in operational activity. USD officially became a department in July 2022.

In FY22, ISS departments continued to make process improvements and customer service enhancements through various tools and technologies. New Mexico Public Broadcasting Service (NMPBS) launched and was the first public television station in the nation to offer a full service ATSC3.0 broadcast. ATSC3.0, more commonly known as NextGen TV, is a new method of broadcasting that aligns NMPBS's broadcast model with internet distribution. Planning, Design & Construction (PDC) developed and launched a project management information system (PMIS) utilizing Oracle Unifier. This system has provided enormous financial, project management, and reporting benefits to PDC. Additionally, ISS, in collaboration with UNM Information Technologies (IT), began development of an Interactive Campus Map for UNM's main campus, in a concerted effort to improve recruitment, wayfinding, campus safety, and to provide a solution for addressing ADA compliance gaps and streamlining construction communications. The map development portion of the project was successfully completed at the end of FY22. The map will now move into a campus enterprise phase in FY23.

In FY22, several ISS departments benefited from the distribution of Higher Education Emergency Relief Funds (HEERF) and grants. To help offset some of the losses/expenses that ISS departments reported due to COVID-19 in 2021, ISS received $9,094,924 in HEERF III funds, which were distributed to Parking and Transportation Services (PATS), UNM Food, UNM Bookstores, Residence Life & Student Housing (RLSH) in Fall 2021. Additionally, UNM Public Events/Popejoy Hall was able to secure a Shuttered Venue Operations Grant (SVOG) through the Small Business Administration (SBA) which provided $4,438,514 in funding for a grant period of March 1, 2020 through June 30, 2022. The grant helped support Popejoy and UNM Ticketing operations through the uncertain COVID-19 closures and subsequent reopening of the theater. The grant covered payroll and fringe expenses, payments to independent contractors such as Stagehands, and payments to performing artists during the grant period. Also, PATS was awarded $1,511,982 in funding from Volkswagen Mitigation Trust by New Mexico Environment Department for the purchase of six (6) near-zero compressed natural gas (CNG) engine equipped buses. These new buses will replace six (6) diesel-fueled buses to help reduce UNM's carbon footprint by operating more fuel efficient and clearer operating engines.

Overall, with the help of the final HEERF distribution, ISS and ISS departments were able to meet their financial goals. The total balance carry forward for the VP Office of ISS indices were:

816003 (general operating)	$1,868.84
816007 (auxiliary consolidated)	$1,678,724.22
816008 (self-supporting)	$1,896.83

Total available reserves for ISS departments was $19,037,727.28 with $8,905,732.46 and $10,131,994.82 categorized towards commitments and dedications respectively.

ii. SIGNIFICANT ACCOMPLISHMENTS

The following is a summary of the significant developments that occurred within ISS and its departments for FY22:

- In Fall 2021, the VP Office for Institutional Support Services successfully created and launched an official Communications & Marketing Shared Services unit to provide a variety of services (e.g. marketing/graphic design, communications, and website design/management) for all ISS departments who request it, specifically for those that do not have an internal position that can perform these activities. As part of the project, a job ticketing system was launched to organize the project submission/request process and to help prioritize and manage work orders. In January 2022, we successfully hired and onboarded a full-time Marketing Assistant to assist with design, marketing, photography and website support.
- ISS, in partnership with UNM Information Technologies (UNM IT), successfully selected a vendor, signed a contract, and began development of an Interactive Campus Map for UNM's main campus, in a concerted effort to improve recruitment, wayfinding, campus safety, and to provide a solution for addressing ADA compliance gaps and streamlining construction communications. The map development portion of the project was successfully completed on-time and within budget by ISS and was delivered to UNM IT for implementation.
- The Bookstore continued to grow their digital offerings with Inclusive Access and eBooks. Combined, these two categories grew 8.7% from FY21, which resulted in $300,000 increase in sales. In FY22, 30% of all course materials offered for UNM and HSC campuses were Inclusive Access.
- Through the Asset Management Program objective to improve space utilization at UNM, Capital & Space Strategies (CSS) began preparing space utilization assessments, bringing multiple data sources of space utilization metrics into a single document. During FY22, CSS reviewed 1,479,837 square feet of space and completed assessments of 10 schools and colleges.
- Prior to the end of FY22, ISS and Facilities Management (FM) determined that the Utilities division would benefit to be established as an independent department. Elevating the division to a department

would prepare the University to meet the vision and goals established in the UNM 2040: Opportunity Defined strategic planning process. The new department was named Utility Services Department (USD). FM and USD established a plan to transition and maintain continuity as the two departments are closely linked in operational activity.

- Our UNM Golf Courses saw increases in rounds and revenue in FY22 over prior year. The Championship Golf Course saw a 2% increase in rounds played and overall, 15% increase in revenue. The North Golf Course saw a significant increase with 8% in rounds played and a 30% increase in revenue.
- UNM Food, along with the LoboCard Office, deployed an integrated card management and transactional system, Atrium, at the start of FY22. The new software has provided many enhanced services in relation to our food units, but ultimately has created a seamless process on the front-end for our UNM users (faculty, staff, and students). This process allows users to sign up for our meal plan options and instantaneously utilize their tenders at any of our food units on campus. Additionally, self-checkout stations in retail, order ahead kiosks for Student Union Building (SUB) restaurants, mobile point-of-sale units for the golf courses and pop-up events are new features that allow our guests to experience added convenience and reduce labor costs.
- NMPBS launched and was the first public television station in the nation to offer a full service ATSC3.0 broadcast. ATSC3.0, more commonly known as NextGen TV, is a new method of broadcasting that aligns NMPBS's broadcast model with internet distribution. It will evolve and become incorporated into future versions of the internet. This positions NMPBS to take advantage of new opportunities that are being explored internationally. It also serves as a potential platform for innovation and research for UNM faculty.
- Parking & Transportation Services (PATS) was awarded $1,511,982 in funding from Volkswagen Mitigation Trust by New Mexico Environment Department for the purchase of six (6) near-zero compressed natural gas (CNG) engine equipped buses. These new buses will replace six (6) diesel-fueled buses to help reduce UNM's carbon footprint by operating more fuel efficient and clearer operating engines.
- Planning, Design & Construction (PDC) developed and launched a project management information system (PMIS) utilizing Oracle Unifier. Unifier has provided enormous financial and project management prowess for the University's planning, design, and construction enterprise.
- UNM Public Events/Popejoy Hall was able to secure a Shuttered Venue Operations Grant (SVOG) through the Small Business Administration (SBA) which provided $4,438,514 in funding for a grant period of March

1, 2020 through June 30, 2022. The grant helped support Popejoy and UNM Ticketing operations through the uncertain COVID-19 closures and subsequent reopening of the theater. The grant covered payroll and fringe expenses, payments to independent contractors such as Stagehands, and payments to performing artists during the grant period.

- Real Estate Department provided professional support to Lobo Development Corporation's efforts to establish a tax increment development district (TIDD) at our South Campus and southern gateways along Central Avenue at University Boulevard and Girard Boulevard. This resulted in the successful creation of the district boundaries and the allocated tax increment from the City of Albuquerque as a funding source for the TIDD.
- Residence Life & Student Housing (RLSH) undertook or finalized three major infrastructure improvement projects in FY22. The projects include the following: stairwells at the Student Resource Center Apartments at $2,200,000, stairwells at Redondo Village Apartments at $990,000, and the roof replacement of Laguna/DeVargas Hall at $768,000. Addressing these major infrastructure issues was imperative to the sustainability of the physical housing spaces on campus.
- Staff Council Administration made internal process improvements for inclusivity to include the following: accessibility of digitally distributed information including the use of accessibility checkers for flyers, PDFs, and images used in email transmission and web applications; updating Bylaws to use gender neutral language to be inclusive of non-binary and transgender staff by removing specific references to he/she and his/hers.

iii. FUTURE PLANS

The following is a summary of future plans for ISS and ISS departments:

- The Bookstore will continue to review the various industry models for offering course materials to students and will work daily to increase engagement of the campus community on the benefits of Inclusive Access. In addition, the Bookstore will be looking at opportunities to automate some of these billing processes that are currently labor and time intensive.
- As part of the Asset Management Program, CSS will continue with Space Utilization Assessments across UNM's campuses, perform space auditing, work towards the completion of a revised University space policy, and develop a space reduction plan.

- FM will be placing a focus on updating and expanding standard operating procedures (SOPs) in each division and will identify, ascertain, and describe the core functions needed to perform daily operations within staff roles. This will ensure continuity in operations and no loss of institutional knowledge during staff transitions.
- UNM Golf Courses will continue to work with Recreational Services to expand and enhance the Recreational Program for Golf, which allows faculty and staff to utilize their tuition remission benefit for rounds of golf. Currently, this program is available at North Course, but looking into opportunities to expand it to the Championship Golf Course.
- The LoboCard Office will continue to develop close working relationships with the Security Office, UNM Police Department, and UNM Information Technologies to move the Lobo Card onto a mobile device, which is becoming the industry standard for security purposes. This will eventually eliminate the need for a physical Lobo Card to be carried by faculty, staff and students for identification and access across campus.
- NMPBS's will continue conversations with a number of potential partners to find new ways to leverage their excess ATSC3.0 broadcast spectrum. Primary among these is a partner interested in developing Datacasting into a full video-on-demand service, turning broadcasters into local versions of Netflix and Hulu, but with no need for internet connectivity. Datacasting is turning into the holy grail of broadcasting and is widely viewed as what will eventually save the broadcast industry, as video-on-demand becomes a requirement by viewers. NMPBS is uniquely positioned to lead in this effort.
- PATS will continue working with UNM departments and leadership to secure the funding for the construction of two (2) parking structures: one to serve Central Campus and the other to serve both North and Central Campuses. In collaboration with PDC and Walker Parking Consultants, a parking structure feasibility study was completed in FY22. The study identified several sites for these parking structures and the rough estimates for the cost of construction based on the location. The construction of new parking structures will help address ongoing losses of parking due to the construction of new buildings on campus.
- PDC will initiate the Integrated Campus Plan (ICP) planning process with comprehensive engagement with all UNM stakeholders. The planning is scheduled to begin in September 2022 and will be completed in approximately sixteen (16) months from that point.
- UNM Public Events/Popejoy Hall will continue working with PDC on a 10-year feasibility study that will help guide the capital campaigning and capital projects at Popejoy Hall. Some of the projects will include a remodel and reconfiguration of the Popejoy Hall lobby space, addition

of a Donors' Garden, remodel of the Donors' Lounge to improve ADA accessibility, rebuilding of Popejoy Hall loading dock and expansion of back of stage to better serve larger touring productions.

- Real Estate Department will execute a detailed building condition assessment of the Maui High Performance Computing Center and perform a feasibility analysis with acquisition, leasing, and disposition strategies to be presented to ISS and University executive leadership.
- RLSH will continue working with PDC and Brailsford & Dunlavey to conduct a Housing Master Plan. This thorough and comprehensive effort will be used to determine resource allocation over the coming years to address the backlog of facility improvements which are necessary to provide for the best possible housing experience at UNM. This planning effort is set to conclude in 2023.
- Staff Council will advocate for increased access to mental health resources for staff, helping staff learn about and engage with the resources available at UNM.
- UNM Food will continue to work with our internal and external stakeholders in order to address food insecurity on campus. Future initiatives include donating overproduction of food to the Lobo Food Pantry to avoid food waste and support the campus community. UNM Food will also be partnering with colleagues to assist ongoing initiatives such as the LoboEats mobile app, the Grand Challenge Project, and meal packing/food donation events.

Appendix A:

UNM Bookstores

MISSION AND VISION

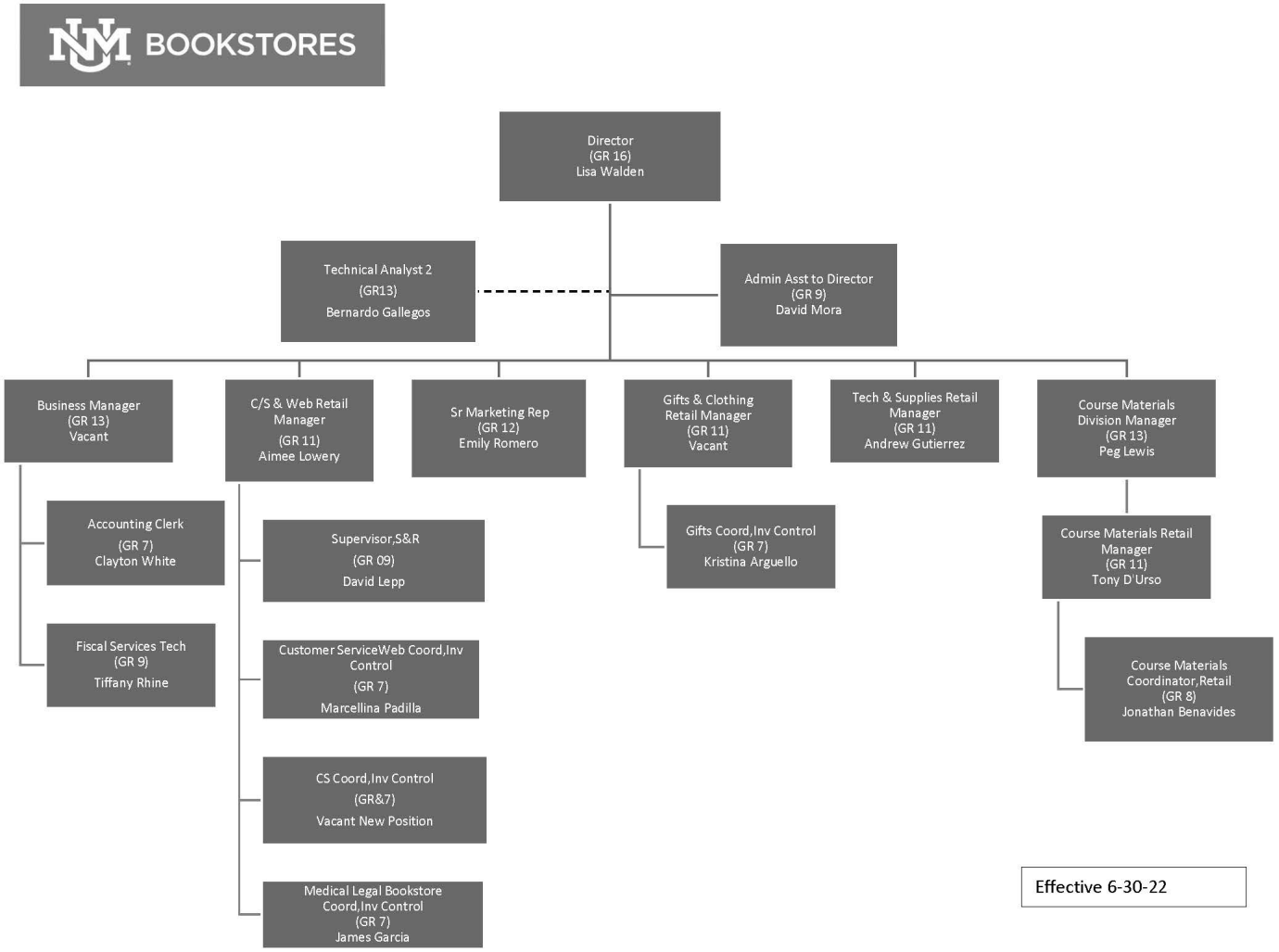
Mission

The University of New Mexico Bookstores are proud to be owned and operated by the University of New Mexico. Our primary mission is to serve the students, faculty and staff of the University as well as our community customers. We strive to deliver quality products and services to enhance the educational, professional and personal lives of our UNM community.

Vision

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

ORGANIZATIONAL CHART



i. EXECUTIVE SUMMARY

Fiscal year 2022 was marked by several things related to the pandemic that affected the retail environment of the Bookstore. Mask and vaccine mandates were in place, and the Bookstore, like any other open public building, was a maze of in-and-out only doors, arrows and 6' markers in line queues, ample hand sanitizer stations and a more spacious layout. As I remarked that FY21 was the year of flexibility, FY22 was the beginning of the hybrid year, with the slow leveling out of some students and staff coming back onto campus. As quickly as we had reinforced our website and staffing for online sales, curbside and low-contact lobby window pickup, we had to refocus on ensuring the in-store experience was the best it could be. When the UNM mask mandate ended in mid-March 2022, our staff and customers had to decide for themselves what and where they were comfortable.

The fiscal year saw the supply chain struggles that affected every retailer world-wide intensify. Factories supplying thread, paper, computer chips, plastic and fabric had shut down or been redistributed since the beginning of the pandemic. Our historic ordering cycles for all our product become elongated. What was a two-week turnaround, became three months. Orders placed for fall didn't come in until the following summer. We sourced product with different vendors and changed our ordering timelines to help combat the problem. We relied heavily on local vendors to help fill in gaps and trained our employees on how to help customers understand the supply chain limitations all stores faced.

As I mentioned last year, the Bookstore was only open 1,719 hours during FY21 compared to 3,326 open hours in FY20. For FY22, we were open 3,548 hours, which is an increase of 106% from prior year.

The budget summary for FY22 includes a 4.7% increase in sales from our projected budget and a 37.4% increase in sales from FY21. Our cost of goods sold increased 7.2% from projected budget and increased 19.2% from FY21. This put our gross profit down 3.3% from projected budget and 37.4% up from FY21. Our total FY22 operating income was $1,993,662 which is 2.9% down from projected budget and up 33.4% from FY21.

Labor expenses were down 4.6% from projected budget and down 19.4% from FY21. This put our total operating expenses at $2,369,530 which is 3.3% down from projected budget and 19.4% down to FY21. Our annual ISS allocation was $192,924. Below is a table of our FY21 totals, which includes HEERF funds received during FY22.

FY22 Totals	
Beginning FY22 Balance	$635,939
Total Revenues	$8,725,319
HEERF R3	$500,000
Total Operating Expenses	($9,054,600)
ISS Allocation	($193,468)
Ending FY22 Balance	$613,190

ii. SIGNIFICANT ACCOMPLISHMENTS

During this hybrid year of remote/on-campus learning, the Bookstore continued to grow our digital offerings with Inclusive Access and eBooks. Combined, those two categories grew 8.7% from FY21 which resulted in a $300,000 increase in sales. 30% of all course materials offered for UNM and HSC campuses were Inclusive Access for FY22.

In FY22, we welcomed the UNM Taos branch back to the Bookstore. We worked with their administration to secure all offerings of course materials, including Inclusive Access, through our website to their students. Taos branch course material purchases for FY22 totaled $42,635.

Through UNM Taos, we also grew our Dual Credit program to include a dozen additional high schools in northern New Mexico. Dual Credit purchases for FY22 totaled $16,726.

Even with the challenges of supply chain issues, we were able to grow our gift and clothing sales over 50% from prior year, and 8% for a total of $81,272 above what was budgeted. We marketed aggressively over social media and with our website and increased our engagement with both.

Our Technology department also saw significant increases in sales, with FY22 sales beating FY21 sales by almost 30%. That is worth noting since FY21 saw some of the highest technology sales to date due to the introduction of remote learning and work from home models.

Other than sales increases, our other most significant accomplishment was doing more with less, particularly when it involved labor. Hiring was particularly difficult in this fiscal year, which resulted in lower student labor and not filling budgeted positions for Full Time Equivalency (FTE). The result was a decrease of almost 8% in labor costs, or $98,287 in savings.

iii. FUTURE PLANS

We continue to review the models for offering course materials and work daily to increase our engagement of the campus community on the benefits of Inclusive Access. In addition, we are looking to automate some of the billing processes for that which are labor and time intensive.

In this review, we are also exploring other models, such as Equitable Access, which can offer select student groups (such as all freshmen, all HSC, specific schools or colleges) a flat rate for course materials based on the number of hours they are enrolled. There are many institutions that have different levels of this type of billing and fulfillment for their students, and we will continue to have conversations with the leaders of those stores through our various associations such as the National Association of College Stores (NACS), the Independent College Bookstore Association (ICBA) and the Large Stores Group (LSG) to see what has worked for their campuses.

The Bookstore will continue to work closely with UNM IT regarding the campus Apple and Dell contracts to ensure that 1.) we are offering the most competitive pricing, 2.) the Bookstore services are being marketed with the IT services and recommendations and 3.) that we continue to be innovative in our approach to offering technology to students, faculty and staff. The latter specifically is being looked at to offer Device Enrollment Program (DEP) solutions for departmental Apple purchases. DEP is required for all north campus departmental purchases, which currently go direct through Apple for that reason. Main campus is looking to develop the same model and the Bookstore is hoping to have a solution for that shortly in FY23.

One of our largest future projects is to identify the space and equipment needed for the Bookstore that the campus needs, not necessarily the Bookstore that the campus has right now. Some of this is dependent upon working with the SVP and other campus partners to identify a new space for the Bookstore of the future that is more precise, geographically centralized, and fully engaged with our campus.

Appendix: B

Capital & Space Strategies

MISSION AND VISION

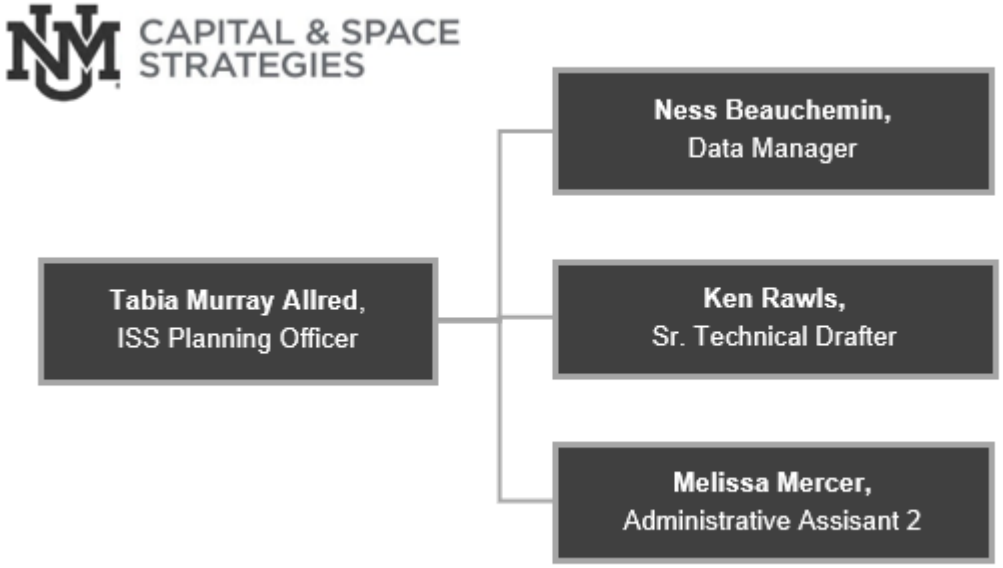
Mission

Guiding the strategic use and development of UNM's capital resources.

Vision

Defining the framework for effectively utilizing and modifying UNM's capital resources to support academic innovation, research advancement, and community services.

ORGANIZATIONAL CHART



i. EXECUTIVE SUMMARY

Capital & Space Strategies (CSS) completed its third operational year in FY22. The unit provides strategic coordination, guidance, and planning resources for institutional space, facility physical assets, and capital resources for the University of New Mexico.

Capital planning includes working with campus stakeholders to develop integrated, strategic capital projects and preparing the annual Capital Outlay Plan.

- Coordinates and facilitates the capital planning process for the University through the Capital Planning Leadership Team (CPLT)
- Assists with defining and prioritizing projects for future funding targets/requests
- Develops capital project plans and integrated funding strategies
- Facilitates project construction approval thru UNM and State Governing Boards

Space management includes providing the campus with space data analyses to aid decisions regarding major capital projects and other campus planning endeavors and managing information on the utilization of space.

- Chairs and facilitates the Space Allocation Committee
- Conducts space studies and audits consistent with campus strategic objectives
- Supports space utilization studies and strategic space planning
- Supports and informs the campus space inventory and database
- Supports space assignments on and off-campus

CSS also serves as an impartial facilities team member, providing oversight coordination of the UNM Project Intake portal and Project Intake metric reporting.

CSS had an operating budget of $375,377 from Instruction & General allocation and a deficit of $7,040.

- Personnel: $277,383
  During FY22, CSS had 4 regular full-time staff members.
- Facilities Asset Management Information System (FAMIS): $89,589
- Annual operation and migration of FAMIS for UNM's space data.
- Operations: $24,109

ii. SIGNIFICANT ACCOMPLISHMENTS

Capital & Space Strategies (CSS), was successful in the coordination of capital planning and institutional space resources.

Capital Planning

CSS coordinated and facilitated the following capital planning efforts across UNM.

- Capital Planning Leadership Team: FY22 represented the third year of the leadership of Provost Holloway and SVP Costantinidis. The Comprehensive Capital Plan was improved to assist in organizing the capital needs for the Central campus.
- UNM was successful in receiving capital appropriations from the 2022 NM State Legislature.
    - General Obligation Bond projects $89,200,000:
        - College of Fine Arts: Collaborative Art & Technology Center $45,000,000
        - UNM Hospital: Child Psych Center Replacement $36,000,000
        - Gallup: Gurley Hall Improvements $3,000,000
        - Los Alamos: Campus-Wide Infrastructure Improvements $1,300,000
        - Taos Klauer: Fred Peralta Hall Addition $3,000,000
        - Valencia: Learning Commons Resource Center Improvements $1,500,000
    - Severance Tax Bond projects totaling: $13,672,613
        - UNM Central Academic $1,562,000
        - UNM Central Other $1,200,000
        - UNM Athletics $6,560,613
        - UNM Hospital $4,000,000
        - Los Alamos Campus $350,000

- UNM was able to move 46 capital projects through the construction approval process, representing $771,261,980 million.
    - UNM Central $46,058,424
    - UNM Health Sciences $49,765,505
    - UNM Hospital $667,833,551
    - UNM Branches $7,604,500

CSS team members provided oversight, metrics, and coordination of 292 UNM projects.

Space Management

CSS sent out 11,141 space surveys to campus departments and branch campuses, requesting their review and update of our space inventory regarding how the spaces are being used and the current occupants. By the end of the fiscal year, 467 had been completed. CSS will continue working with departments to help complete the rest of the space surveys.

Space Utilization Assessments

Through the Asset Management Program (AMP) objective to improve space utilization at UNM, CSS began preparing space utilization assessments, bringing multiple data sources of space utilization metrics into a single document. The assessments review four elements of space utilization:

1) current space allocation assignments
2) instruction space utilization metrics
3) office space utilization metrics
4) laboratory space utilization metrics

In addition, the assessments provide findings and recommendations for improvements in space utilization for the unit. Research and Education are core missions for the University and occupy the most space, therefore we started with the UNM Schools and Colleges. During FY22, CSS reviewed 1,479,837 square feet of space and completed assessments of 10 Schools and Colleges:

- Anderson School of Management
- College of Arts and Science
- College of Education & Human Sciences
- Honors College
- School of Engineering
- School of Law
- School of Public Administration
- School of Architecture and Planning
- University College
- UNM Taos

Revision of Space Allocation Policy

Through the AMP, CSS and Planning, Design and Construction began the revision of the existing UAP 5200: *Allocation and Assignment of Space*. The new draft policy formalizes space as a University asset and resource that must be managed by the institution to the highest and best use. Proposed in the new policy are executive-level responsibility and decision making for the active management of UNM space. The new draft policy was sent to the AMP Advisory Committee for review and comment in FY22.

iii. FUTURE PLANS

- Capital Planning Leadership Team progression
  - Comprehensive Capital Plan improvements and presentation of capital plan information
  - 5-year capital project criteria for selection
- Asset Management Program
  - Continue Space Utilization Assessments across UNM
  - Space Auditing
  - Completion of Revised Space Policy
  - Space Reduction plan
- Implement Redeveloped Space Allocation Committee

Appendix C:

Facilities Management

MISSION AND VISION

Mission

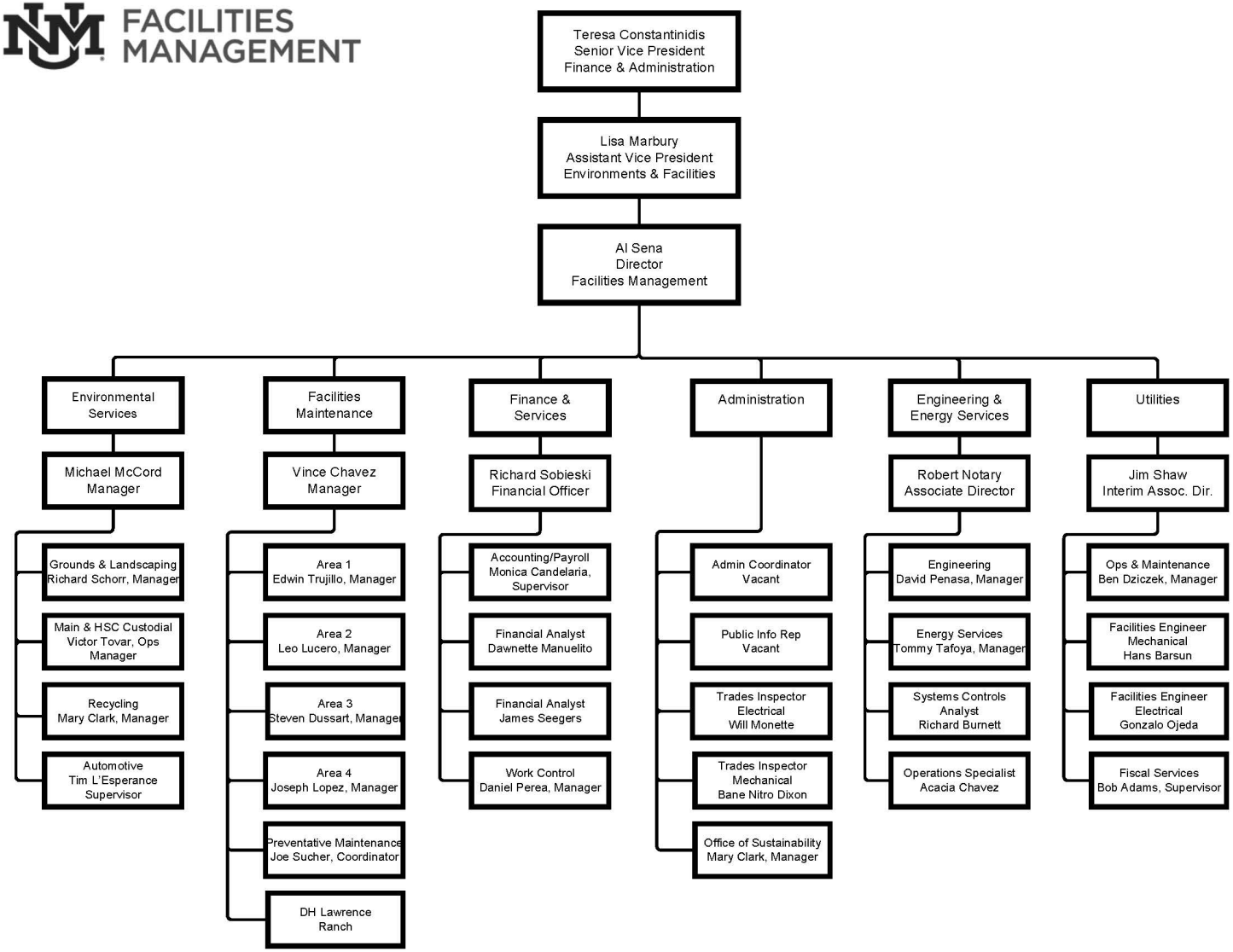
Facilities Management's mission is to consistently deliver effective programs and efficient facility service based on sustainable and collaborative outcomes aligned with The University of New Mexico's core mission.

Vision

Facilities Management's vision is that our community, state, and national peers will recognize The University of New Mexico's Facilities Management as a leader in campus sustainability and facilities stewardship.

ORGANIZATIONAL CHART

FACILITIES MANAGEMENT



i. EXECUTIVE SUMMARY

The Facilities Management Department (FM) is comprised of five divisions: Engineering and Energy Services, Environmental Services, Facilities Maintenance, Finance and Administration, and Utilities. Each division supports the goals of Institutional Support Services throughout the year:

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

For FM, the overarching objective of these goals continues to be identifying and acting on opportunities, reducing risks, and efficiently managing limited financial resources to improve facilities for our customers. Benchmarking, risk assessment, communication, process refinement, and employee development remain primary strategies.

FM has continued to modify the approval process for funding of projects within the department. Divisions performing work were required to complete a Scope of Work approval form (Project Development Plan) for all projects processed electronically through the offices of the Director, Finance Officer and now the Operations and Projects Data Manager. The goal remained to assure alignment of projects and maintenance efforts within the institution. Increasing management interface with budgeting and forecasting has been implemented. The Facilities Condition Assessment data has been developed to recalculate data based on investment and inflation. The result is new Net Asset Valuation scores of facilities on main campus and branch campuses.

FM maintained COVID-19 practices and has been able to make the processes less interruptive and integrated as part of regular practice.

FM was the co-lead in the development of the ADA transition plan implementation and completed phase I of surveys and project identification. FM continued partnership with HSC and UNMH during planning and construction of several projects on the north campus. FM maintained ongoing participation with core groups for the Asset Management Program, FIN committee, the Fine Art Master Plan and Integrated Campus Plan.

Prior to the end of the fiscal year the Department and ISS determined that the Utilities Division would benefit to be established as an independent department. Elevating the division to a department would prepare the University to meet the vision and goals established in the UNM 2040: Opportunity Defined strategic planning process. The new department was named Utility Services Department (USD). FM and USD established a plan to transition and maintain continuity as the two departments are closely linked in operational activity.

Budget Summary

- Fiscal Year 2022:
  - FY21 Carry Forward: $3,413,993
  - Revenues: $55,890,320
  - Expenses: $58,466,185
  - Year-end Balance: $838,128
- Building Renewal and Replacement:
  - Revenue: $3,692,500
  - Expenses: $2,121,382
  - Carried forward for completion in FY23: $1,103,558

ii. SIGNIFICANT ACCOMPLISHMENTS

Engineering and Energy Services

- The Engineering & Energy Services Division (E&ES) completed FY22 with a positive end-of-year balance of $578,802 that was utilized for other FM needs. Other expenses associated with the ongoing maintenance and operation of the campus building automation System were also paid from E&ES revenue since this does not receive an Instruction and General (I&G) allocation.
- Laboratory safety improvement projects completed were centered on HVAC systems and improvements to room pressurization control. E&ES developed an integrated control strategy allowing building automation systems to be used for fume hood and lab HVAC systems. This was tested at the Multidisciplinary Research Facility and successfully implemented as a part of the Chemistry Renovation Phase Two.
- Taos Pueblo Hall - after a decade of unacceptable building comfort, including numerous attempts by the original architectural and engineering (A/E) team to correct the problem, litigation and design errors, the E&ES team developed and implemented a successful system modification to one classroom in 2020. After delays due to scheduling and COVID-19, this solution was implemented throughout the building. Outside contractors completed the piping and duct changes. FM's Energy Services group installed, programmed and commissioned all HVAC controls. The outcome is the building temperature control is comfortable, reliable and efficient for the first time since it was constructed.
- A study to determine the adequacy of radio transmission during fire or other emergency events inside buildings was completed for a sampling of main campus facilities. Five of the ten buildings surveyed were found to be lacking in transmission capability leading to safety concerns for both occupants and first responders. The remedy is to place a land

mobile radio infrastructure similar to that completed recently by E&ES in the Center for Fine Arts. A summary report and funding request resulted from this study.

- The Cryo Lab HVAC system within the Center for Environmental Research, Informatics, and the Arts (CERIA) building was replaced and upgrade during the reporting period. The previous capital project that installed the new nitrogen cryogenic equipment had not adequately addressed the HVAC system within its budgetary limitations. The new systems now provide the redundancy and capacity and emergency power back-up needed for the ultimate development of this unique world-class collection space.

Environmental Services

- Priorities in response to COVID-19 were reduced after the beginning of the 2022 calendar year and slowly returned to pre-pandemic activities on campus during the summer months.
- Environmental Services (ES) front-line staff continued in its critical role in early 2022 maintaining institutional operations throughout the latter part of the pandemic.

Automotive

- The 2020 UNM early retirement program contributed to ongoing staff shortages. The unit was reduced by two (2) Auto Techs, one (1) Certified Auto Tech, one (1) Expediter, one (1) Fleet Services Supervisor, and one (1) General Services Assistant, leaving only one (1) Auto Tech, one (1) quarter time Auto Tech, and the Operations Specialist to facilitate fleet vehicle repairs. The division also sought to reinstate the Automotive Manager position which was vacant for several years.
- Conducted research for grants for the replacement of heavy equipment and vehicles with CNG powered equipment/vehicles for no cost to the university.

Custodial Services

- 28 to 30 custodial positions have been posted in both Main and HSC groups for most of the year due to few applicants and natural attrition.
- Main Custodial Services maintained over 4,232,742 cleanable square feet at an APPA Level 2 cleaning standard with a reduced staff of 99 FTE.
- The Health Science Center Custodial Services had a reduced staff of 36 FTE and maintained over 1,575,914 of cleanable square feet at an Association of Physical Plant Administrators (APPA) Level 1 cleaning standard.

Grounds and Landscaping

- Maintained over 300 acres of campus landscape to APPA Level 2 standards with a reduced staff of 32 Full Time Equivalence (FTE).
- Completed the first phase on a new automated irrigation control system on Main Campus.
- Collaborated with lobo gardens coordinator to help make the garden work for the classes taught at the location, including irrigation and layout for success.
- A study was completed for the DH Lawrence Ranch Integrated Pest Management report to help secure funding for environmental remediation.

Sign Shop

- Valencia campus signage typesetting was completed in June, with installation to be completed after July 2022.
- Completed work on ROTC interior signage design.
- Assisted the Office of Equal Opportunity (OEO) on the evaluation of campus bathroom signage.
- Received support funds from University Communication and Marketing for post and panel updates to the new standard throughout campus. 25% of post and panel signs are complete.

Special Activities

- Many campus events supported including Suicide Awareness Week, Master of Construction Management (MCM) activities, Silent Lights, Back to school events, Bratton Law School 75th Anniversary event, Nursing graduation and more.
- Initiated a "One Quote, One Cost" collaboration with Grounds, Special Activities, Custodial to prove a one stop access to UNM Campus Departments.

Recycling

- Provided regular services to the University Hospital, Health Sciences Center, Main and South Campuses as many departments returned to their classes and in-house operations.
- Completed Memorandum of Understanding (MOU) to UNM Hospital for recycling services.

Finance and Administration

- The Finance and Administration compiled financial trends from FY18 through FY21. These were presented in graphs and numbers. The trends were completed both with and without transfers so divisions could analyze their operating results versus totals.
- The division summarized budget information on all maintenance areas. We looked at total budgets, Instruction & General (I&G) vs. Internal Support Services. We analyzed the budgets and compared budget per square foot to industry standards. We plan on standardizing this type of exercise to enable the department to closely monitor appropriate budget levels.
- Finance looked at the University's total building square footage from fiscal year 2017 through fiscal year 2022. All buildings and areas were analyzed to measure gains versus buildings lost through this time period.

- The computerized maintenance management system (CMMS) TMA Subledger errors are exported, documented, and cleared each billing period by Financial Analysts and Work Control. Prior sub ledger errors were cleaned up in TMA by Financial Analysts.
- The division developed a Non-I&G split billing process.
- The division completed an extensive Financial Analysts Training and Position Development process. There are 8 major changes that will become regular practice increasing financial stewardship.

Work Control

- Processed 59,164 FM work orders through the TMA iService Desk system, including 22,576 corrective maintenance work orders and 36,588 preventive maintenance work orders.
- Assisted FM administration with workable processes during the COVID-19 pandemic to ensure that Facilities Management was still able to operate as normal as possible, including finding avenues for the university community to still report concerns to FM during that time.
- Worked with Area managers and supervisors closely with closings and postings of work orders to ensure end/beginning of the fiscal year was on track for accounting to process.
- Worked closely with FM accounting financial analysts to help rectify FM revenue losses through the billing process.

Facilities Maintenance

- The division had 10 reported accidents from July 2021 - June 2022. The FM Safety Committee is working in collaboration with the Campus Safety Council and continues to promote workplace safety.
- Area technicians, supervisors and managers completed approximately 48 hours of training each, totaling 4,608 hours for the FM Maintenance Division. All area maintenance staff received standard training from Environmental Health Services, via Learning Central, in Silica Standards, Heat Stress, Hazard Communication, Sharps, PPE, Lock Out Tag Out, Hearing Protection and many others. Employee Occupational Health Services was reopened to staff for hearing surveillance compliance and most of the Area staff have been brought current with annual testing requirements. Lock shop staff were able to take advantage of Sargent training in June 2022 and will also be headed to Associated Locksmiths of America (ALOA) and ASSA-ABLOY in early FY23.
- The maintenance areas improve the completion rates of preventive maintenance work orders. They completed 33,873 preventive maintenance work orders, 55% of total work orders, a 10% increase over FY21. Staff completed 27,251 corrective work orders, and accounts for 45% of total work orders, a 55% increase over FY21. This trend indicates a reduction in the corrective work required and continues to improve year to year.
- Upgraded elevator code deficiencies and modernizations were completed at Logan Hall, New Art, and Zimmerman Library. The division assessed the elevators at Health Sciences Library and Informatics Center (HSLIC), SURGE, NM Law, and EECE for modernization as part of the FIN Process.
- The UNM Water Management Program tested 192 different water locations in the past fiscal year for legionella and high bacteria concentrations throughout Main, South and North campuses. FM Maintenance staff conducted 4,578 preventive maintenance work orders to support the program. In addition, 34 corrective maintenance work orders were created to perform remediation; 27 on high bacteria results, 3 on non-pneumophila legionella, and 4 work orders were created to perform remediation on Legionella Pneumophila results.

Operations

- Collaborated with IT Apps to produce scheduled ad-hoc reporting from FM CMMS TMA into exportable data sheets for analysis and evaluation. Requested and kicked off the project creation of a data stream to FM

CMMS TMA data into UNM's centralized Operational Data Store (ODS). This project is in process.

- Created interactive dashboards and reports that allow at-a-glance view of FM active and inactive projects, work orders, and expense statuses cross-referenced with other UNM Banner reports.
- Created the FM Operations and Project Data SharePoint site which hosts reporting dashboards along with documentation for successful project management.
- Retired the former Scope of Work form for project creation and created the Project Development Plan form for project requests initiated by FM staff members. This new form follows Project Management Institute (PMI) Project Management best practices and allows for consistent up-front information for all projects FM undertakes.
- Identified through analysis of TMA work order data that FM has subsidized in FY22 through I&G funds services rendered to non-I&G buildings, without the capacity and ability to recover costs. Collaboration with finance to develop corrective procedures has been initiated.

Utilities

- Administration
    - In collaboration of Institutional Support Services and FM, the Utilities Division started the process to become a separate department under ISS, reporting directly to the Assistant VP for Campus Environments & Facilities, Lisa Marbury.
- Geographic Information Systems (GIS) Updates
    - Utilities Division funded additional updates to the division's GIS application to add all the known underground utilities for steam, chilled water, domestic water, electric, natural gas, and sewer. Also, City of Albuquerque utilities were added where they existed on campus.
- Building Based Billing
    - Automated billing procedures in place. Automated billing by unit in place.
- Lomas Chiller Plant
    - Cooling Tower #5 complete and operational.
    - New Chiller #3 installed and operational.

- 2 additional chiller motors and compressors were rebuilt at the Trane factory in La Crosse, Wisconsin.

- Ford Utilities Center
  - Ford Reverse Osmosis equipment upgrades allowed greater makeup capacity and a heat shield installed to prolong media life.
  - A power outage in February 2022 revealed issues with the turbine generators and the BlackStart generator. A comprehensive review was made to determine the issues present. An action plan was formulated, executed, and tested. Recovery times for outages were greatly improved.
  - Instrument/controls and water sections are using TMA on iPads to reduce paperwork and streamline reporting.
- Main Campus
  - Well #7 was inspected. The motor and pump bearings were replaced.
- North Campus
  - Provided support for several major projects in coordination with UNMH for water, power, and chilled water.
- South Campus
  - Utilities Division assisted Central New Mexico Community College with power isolation for demolition of the former Student Family Complex.
- Valencia Campus
  - Utilities Division supported and managed the installation of Valencia Campus Phase III Solar Photo-voltaic system which will generate 452KW of electricity. Utilities electricians also provided medium voltage support for building isolation and contractor installation.

iii. FUTURE PLANS

ii. Engineering and Energy Services

- A broad infrastructure study of Marron Hall is being completed to assess building needs. This report will be used in the overall consideration of major capital investments in this building.

- A need to consolidate lighting control systems and centralize the operation has resulted in the need for the expansion of the E&ES team to include two new Lighting Controls Technicians. Also, due to increased staffing and project workload an Energy Services Supervisor position will be requested.
- Implementation of an energy initiative to network lighting controls on Main Campus to have remote access into all LED lighting systems. This will give Energy Services the ability to monitor systems and alarms for faster response times. Remote access permits programing changes and schedule adjustments to optimize energy savings and functionality. This initiative will also focus on reducing and standardizing the amount of lighting controls systems at UNM.
- Completing a lighting controls project at the new PAIS building linking the building lighting systems via a new server, allowing remote access. This will be the first of its kind at UNM initiating a campus-wide lighting control infrastructure. E&ES team members along with ISS IT support have developed the server access technology in absence of product availability from the lighting control's manufacturer.
- A Smart Lab initiative will be developed on campus that mirrors the U.S. Department of Energy program. Stakeholders from FM Area Maintenance, Environmental Health & Safety, and laboratory user groups will be brought into the discussion of assessing laboratory risks and needs. The emphasis of the work is to ensure lab safety as well as sustainability.

Environmental Services

- Continue to maintain the campus and facilities to the highest level possible.
- Develop a leadership team and standardize operations so division is addressing human resources and common goals from accounting perspective.

Finance and Administration

- Develop Standard Operating Procedures (SOP) by analyzing and recording billing and reporting processes to be used as job aids. One SOP will be finished each quarter.
- Create a reconciliation system to assure repair centers are capturing all expenses and revenue related to cost of goods sold. Pilot and assess the system during the first quarter; implement a final process by the end of the fiscal year.

- We will develop standard guidelines by analyzing and documenting erroneous billing practices to help orient existing and new staff thus ensuring consistency. One guideline will be finished each fiscal year.
- We will develop standard reporting templates to use utilizing MS Excel, PowerPoint, and Word to aide management in reviewing yearly fiscal year activity by engineering, environmental, finance, and maintenance indices. One report will be compiled each year, by 12/31 after fiscal year end.

Facilities Maintenance

- Elevator modernizations projected for FY23 are HSLIC, NM Law, EECE.
- Other key improvements include HVAC replacement at Title V and Domenici Hall, Research Incubator Building, roofing repairs at IDTC and Zimmerman Library.

Operations

- Collaborate with the Public Information Representative in publishing active and upcoming FM projects to the FM website for public awareness and feedback.
- Create a redundant reporting system that will allow FM TMA data to be refreshed automatically without FM Operations and Project Data Management dependency.
- Collaborate with FM Division Heads and using TMA data from prior Fiscal Years, develop Key Performance Indicators (KPI) for FM staff that can be used as performance indicators for verifiable metrics.
- Collaborate with Finance and Services in creating a workflow to begin extracting TMA data to identify services rendered to non-I&G buildings by FM and the proper amount that is not I&G eligible to bill those entities.
- Expand Standard Operating Procedures per division and identify required documentation for SOPs for core functions for daily operations. This will ensure no loss of institutional knowledge during staff transitions.

Utilities

- Ford Utilities Center
    - Replacement Turbine of wheels the Steam Turbine generator.
    - Upgrade office and mechanical spaces throughout the Ford Utilities Center with LED lighting.
    - Revise and update the Utilities Division Construction Guidelines and integrate them with E&ES Design Standards.

- Campus Utility Plant
    - Completing an air modeling survey will help determine proper height of the boiler stacks for efficiency and safe operation.
- Main Campus
    - Continue to address problems associated with concrete caps of the tunnel system and assess other infrastructure needs as part of the Utility Master Plan.
- North Campus
    - Utilities engaged a consultant to update the Campus Utility Master Plan. Completion of the plan will provide direction and priority for expansion of the District Energy System and position the university to provide efficient, reliable services and include in the Integrated Campus Plan.

Appendix D:

UNM Food

MISSION AND VISION

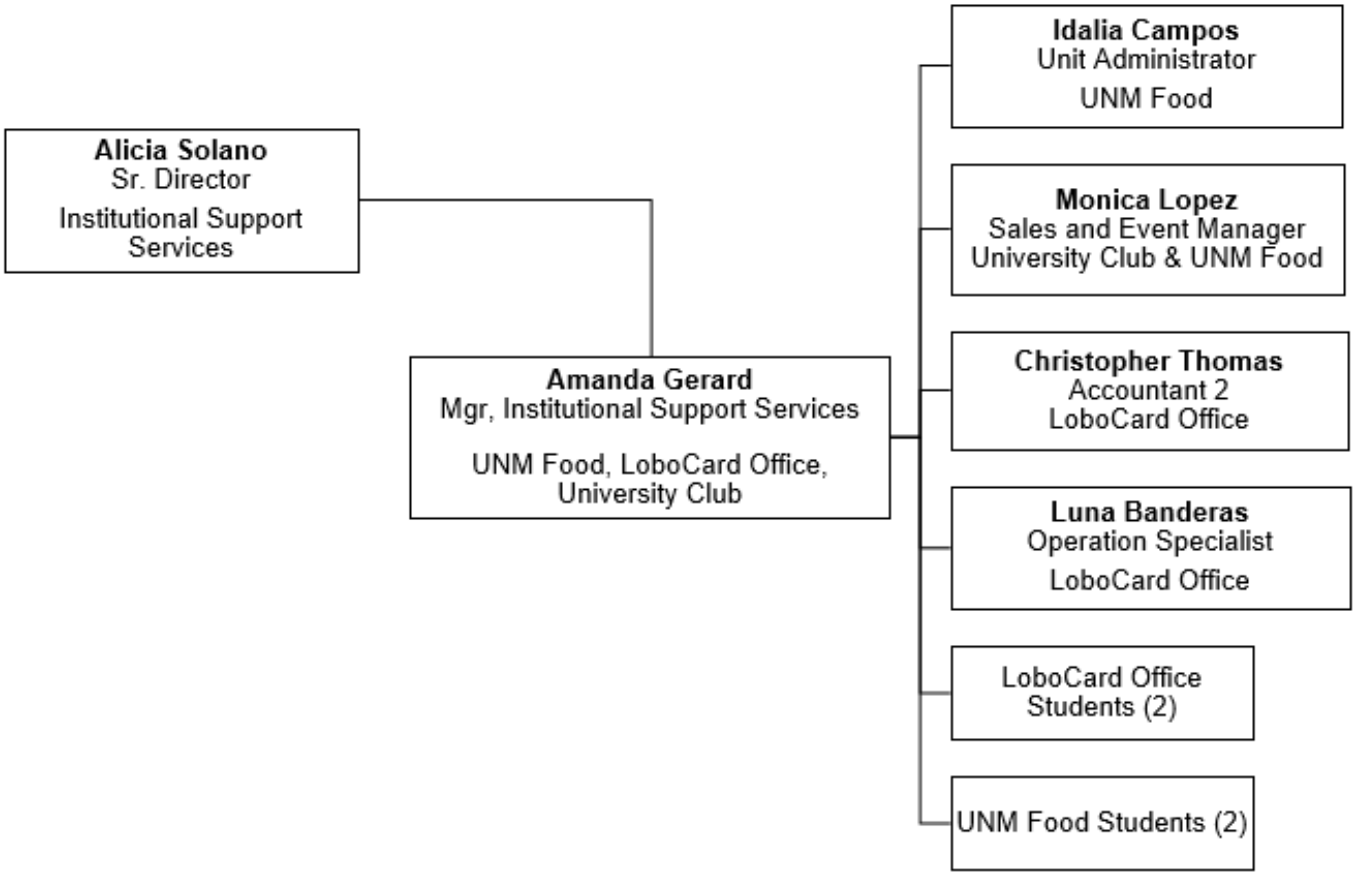
Mission

UNM Food is committed to providing an exceptional dining environment while ensuring quality food that addresses diverse nutritional and cultural needs.

Vision

UNM Food 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



i. EXECUTIVE SUMMARY

UNM Food is comprised of one full time staff member, two support staff positions shared with the LoboCard Office and the University Club, and student positions shared with the LoboCard Office and University Club. The overall operational budget for UNM Food in 2021 – 22 was $1,158,139. The food service budget is based primarily on commissions received through the contract signed with our food service provider, Chartwells.

The department oversees all operations pertaining to food and works in partnership with Chartwells to provide the university community with food options across campus. As part of the overall budget, $430,000 is received by UNM Food to ensure we have purchased all the proper kitchen and retail equipment to operate our food venues on campus, as well as service, repair or maintain all the equipment to keep them functional daily. With proper daily maintenance and handling of our equipment, we are able to mitigate our annual expenses and utilize our yearly commissions to plan for future capital projects. The office has focused on the commitment to driving efficiency related to the repair and replacement funds by implementing new systems based on best practices as well as repurposing equipment across units and menu creation based on equipment that has already been purchased.

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. Food service transfers funds to our capital expenditure account, which will allow for planning of new and/or upgraded facilities on campus.

The financial components of our contract negotiations with Chartwells are 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. SIGNIFICANT ACCOMPLISHMENTS

Restoration of Full-Scale Food Service Operations on Campus

UNM Food worked diligently to restore operations and provide more robust services to our campus population amidst particularly challenging labor shortages and rising industry costs. Our residential operations were a primary focus as a large contingency of students returned to living on campus and were eager to resume dine-in options. We adapted our retail location availability and

hours of operation to best serve the commuting population and provided a fully comprehensive meal plan experience to the residents.

Maintaining a Financially Healthy Contractor Relationship

UNM Food and Chartwells maintained open communication and collaborated to help manage the elevated operating costs and drastically reduced foot traffic in comparison to pre-pandemic numbers from 2019. Our portfolio included 5 local subcontractors experiencing varying degrees of impact from the pandemic. Negotiating business levels with Chartwells and allowing flexibility with subcontractors was critical to retaining our partnerships. These mitigation tactics allowed us to absorb unnecessary loss and avoid dramatic price increases being passed to our customers.

Meal Plan Strategy and Marketing

Food service management reviewed feedback from freshmen students and families to better ascertain whether the needs of incoming students were being met in terms of meal plan options and communication materials. Based on the feedback, UNM Food added a new meal plan for fall 2022 that offered fewer meal swipes and more dining dollars to better serve the needs of students who preferred to dine at our retail locations.

Food also worked with creative services in University Communication and Marketing (UCAM) to redevelop the meal plan materials distributed to students and families. The revisions improved the understanding of our products and ensure that students get maximum value from their meal plans.

Improved Technology for Better Guest Experiences

The new partnership with Atrium has presented new opportunities for improvements to our customer experience. Integrating technical solutions that save our guests time and increase their flexibility will be a priority for our program. Self-checkout stations in retail, order ahead kiosks for Student Union Building (SUB) restaurants, mobile point of sale units for UNM Golf Course and pop-up events are new features that allow our guests to experience added convenience and reduce labor costs.

Dion's Opens in the SUB

UNM Food secured the partnership in spring of 2020, but Dion's made their on-campus debut in fall of 2021 after a year of delays due to the pandemic. Students, faculty, and staff had long expressed that Dion's would be a welcome addition to the retail portfolio. The venue has been well received and is a top choice among our portfolio. Dion's has been an exceptional partner and has been adaptable to changing environments on campus, maintained accessible pricing, and supported our programming initiatives in residential dining.

iii. FUTURE PLANS

Food Insecurity

UNM Food recognizes their opportunity and responsibility in addressing food insecurity on campus. Future initiatives include donating over production to the Campus Lobo Food Pantry to avoid food waste and support the campus community. Food service will also be partnering with colleagues to assist ongoing initiatives such as the LoboEats mobile app, the Grand Challenge Project, and meal packing/food donation events. We will create frequent opportunities for our students, faculty, and staff to engage with our efforts and demonstrate the impact of community action.

Sustainability and Local Sourcing

Our department is already engaged in sustainability and local sourcing, however we intend to expand the impact by increasing opportunities in the near future. UNM Food has identified opportunities to improve the marketing and communications surrounding our recycling programs, waste reduction, energy efficiency, ethical farming, and local food sourcing initiatives. We are also working closely with Sustainability Studies, the Office of Sustainability, Residence Life & Student Housing, Lobo Gardens, and local food vendors to maximize the impact of our combined efforts.

Collecting Campus Wide Feedback to Drive Change and Steer the Future

UNM Food is creating a dining advisory committee that will invite students to engage in feedback opportunities based on topics that interest them, develop future initiatives, and advise on strategies to continuously improve the dining program at UNM. Topics of interest may include food selection/menus on campus, wellness, dining with dietary restrictions, sustainability, food insecurity, events/engagement, vending, and retail. Each feedback session or survey will be based on one of these topics.

Request for Proposal (RFP)

The current food service contract is at the latter stages of the agreement. UNM Food will begin to collect information, gather stakeholders, and draft a request for proposals to be posted later next year. Our office and the contract committee will consider lessons learned, university values and goals, industry trends, and the valuable feedback that we gain from our campus community to ensure that we secure a partnership that best serves our campus.

Appendix E:

UNM Golf Courses

MISSION AND VISION

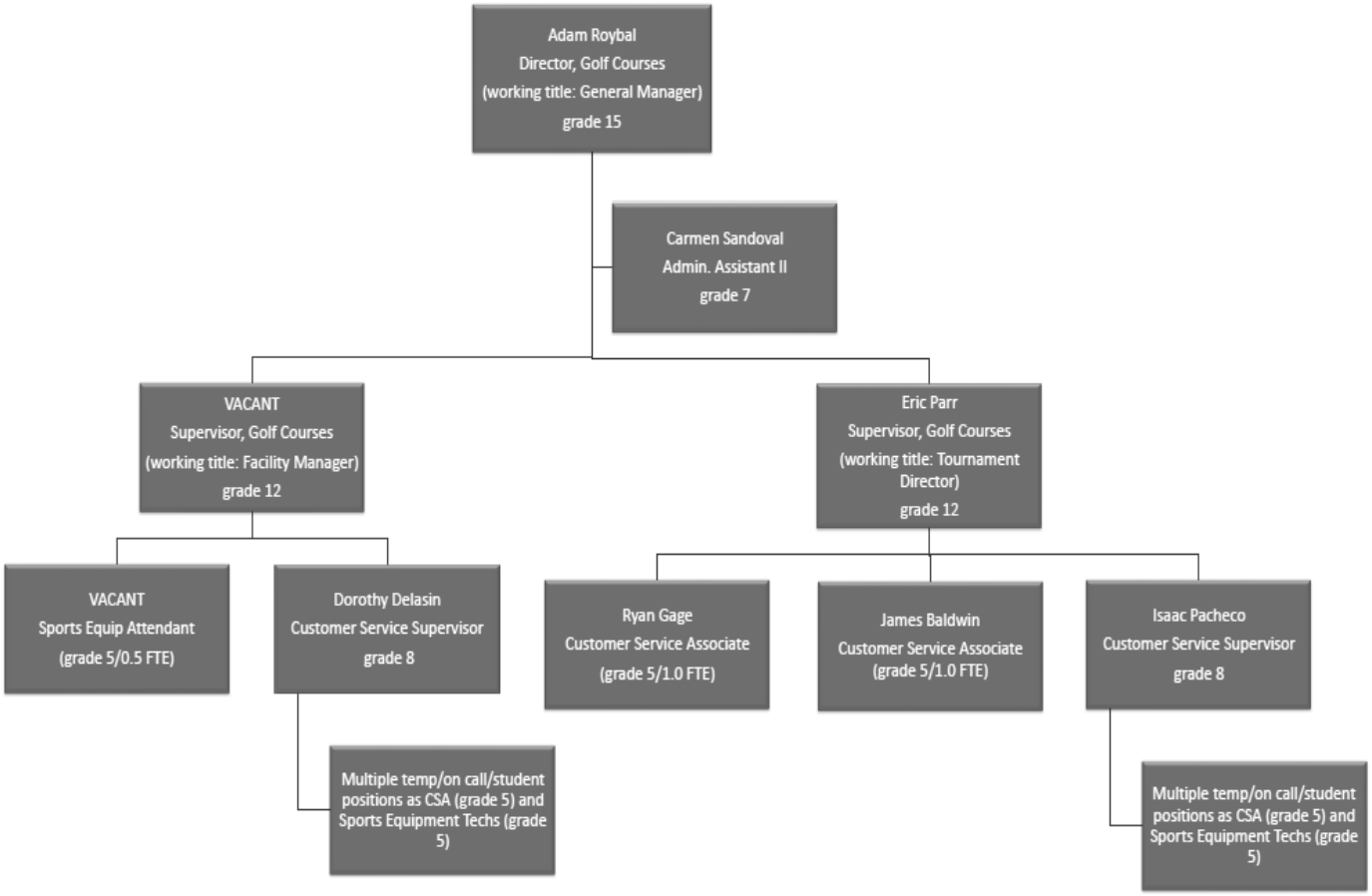
Mission

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.

Vision

Be the best golf courses in New Mexico.

ORGANIZATIONAL CHART



i. EXECUTIVE SUMMARY

Overall, the UNM Golf Courses were over budget and over prior year for total operating revenues. The golf industry is one of the few industries that has been positively impacted by the pandemic. The golf industry has seen a resurgence in popularity, which is reflective at both University golf courses. Furthermore, the golf courses continue to support, enhance, sustain, and retain the variety of recreational opportunities offered to students, staff, faculty, alumni, guests, patrons, and the public.

- Rounds of golf played at The Championship Golf Course:
  - FY21 35,825
  - FY22 36,705
  - Variance 880
  - Percentage 2% Increase
- Rounds of golf payed at the North Golf Course:
  - FY21 37,534
  - FY22 41,038
  - Variance 3,504
  - Percentage 8% Increase
- Total revenue at The Championship Golf Course:
  - FY21 $1,556,334
  - FY22 $1,809,951
  - Variance $253,617
  - Percentage 15% Increase
- Total revenue at the North Golf Course:
  - FY21 $636,728
  - FY22 $839,377
  - Variance $202,648
  - Percentage 30% Increase

ii. SIGNIFICANT ACCOMPLISHMENTS

The UNM Golf Courses continue forward to its current mission and vision. The golf courses make every effort to be the best 9-hole and 18-hole golf courses in New Mexico. As the Flagship University we are proud to provide excellent services to everyone visiting our facilities. We provide an essential mental and physical well-being recreational activity to all.

The Championship Golf Course continues supporting Athletics at gratis, both men and women golf teams' including locker rooms, offices, indoor/outdoor practice facilities, green fees, golf carts, range balls and excellent course conditions for student athletes. The course hosts both UNM Athletic teams' intercollegiate tournaments every September, also for gratis. The Championship Golf Course hosted the NCAA Division 1 women's regional championship in May. The course hosted the second stage qualifying school for the PGA Tour in October. The Championship Golf Course is ranked the 18th best campus golf course in the country according to Golfweek magazine.

The North Campus Golf Course continues to provide a unique venue for golf, open space, cross county, the neighborhood associations and the UNM community. Although we support the neighborhood associations, we also have a responsibility to protect the golf course and golfers, while providing an environment safe for everyone. We continue to plan future operations as a golf course with the perimeter as open space.

iii. FUTURE PLANS

The North Golf Course will persist to provide New Mexicans, as well as UNM stakeholders an excellent option for outdoor recreation. The course will continue to work with Bernalillo County and the neighborhood associations to preserve the golf course for its patrons and maintain the perimeter walking trail for all those who enjoy it. Lastly, regenerating the long-standing tradition the North Golf Course holds in the community as a golf course, not a central park or dog park.

The Championship Golf Course will renew its commitment to excellence in course maintenance, customer service and Athletic provisions for the Flagship University. It will continue to provide New Mexicans, UNM stakeholders, and those from around the world the best golfing experience at the course as possible. The course will work to continue high rankings in national publications, as well as continue to be selected from the NCAA, Professional Golfers Association of America, PGA Tour, national and international associations as host to their championship events. We will deliver a golf course in which UNM student

athletes can train, practice, and play to prepare for any of their upcoming competitions, including hosting championships for their needs.

The UNM Golf Courses will continue to provide an excellent product and endure becoming the best golf courses in New Mexico.

Appendix F:

LoboCard Office

MISSION AND VISION

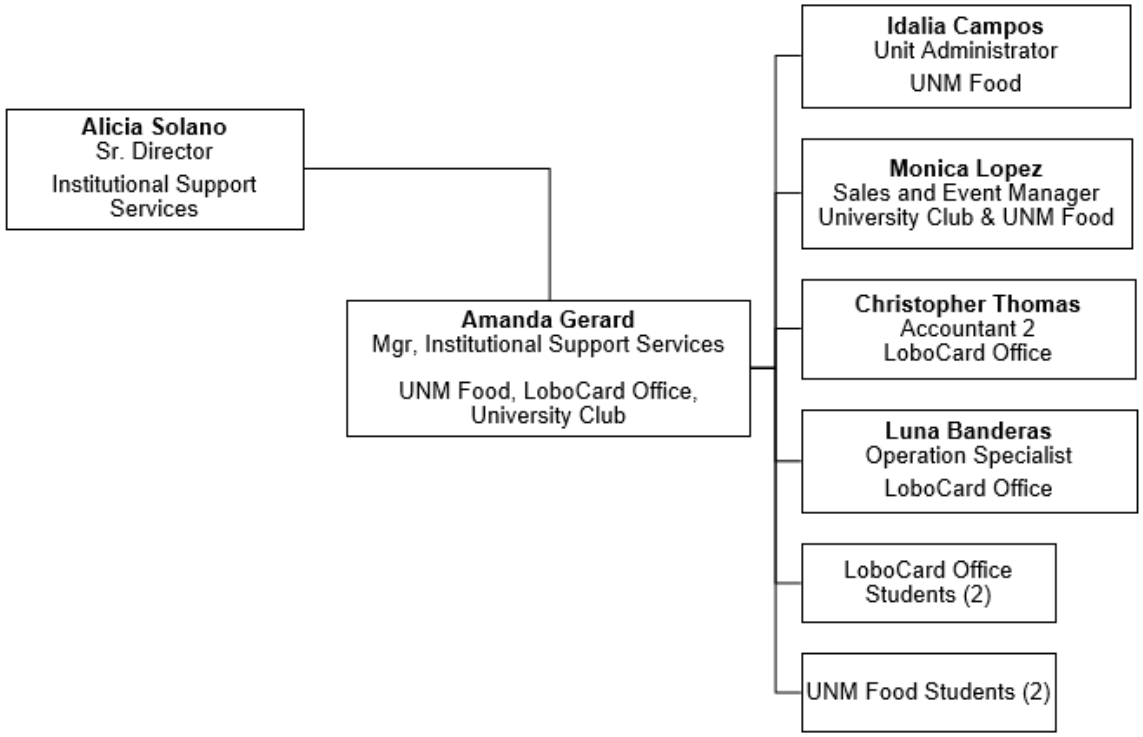
Mission

The LoboCard Office is committed to providing the University community with a connection to campus life and enhancing each student's learning experience.

Vision

The University of New Mexico LoboCard Office is focused on maintaining the highest standards set forth in the technology field for higher education carding systems. The LoboCard Office is and will continue to utilize the most advanced technologies to give each student access to their educational environment, recreational venues and our on-campus eateries to help with their academic success

ORGANIZATIONAL CHART



i. EXECUTIVE SUMMARY

The LoboCard Office operates on a $340K annual budget, which includes $163K of support from the University of New Mexico's budget office. The LoboCard Office operates with two full-time employees and three student employees to operate our front counter customer transactions, along with operating the meal plan program assignments to the University students and community, which is financially supported by Food Service of up to $51K annually. The other half of the revenue is self-generating through the operation of the Lobo Cash program, which allows for the University community to purchase food, supplies and apparel at various location on and off campus. The LoboCard Office receives a commission on each Lobo Cash sale of any merchandise or food sold from the participating retail locations. Also, part of the Lobo Card budget is revenue generated through UNM ID replacement cards. The LoboCard Office issued approximately 390 replacement cards in 2020, which produced approximately $12K worth of revenue for our operational budget. This figure reflects a significant drop of revenue from 2019 of about $28K.

With that being said, the LoboCard Office realized a significant drop in Lobo Cash commission revenue as a result of the COVID-19 pandemic, along with other revenue sources being highly affected. The LoboCard Office was able to balance the budget with the reduction of labor and other printing and carding costs within the office.

As we continue to move forward and keep up with the new technology standards and provide the best service possible to our faculty, staff and students, the LoboCard Office must be prepared financially to consider current and future capital purchases, which means building a solid capital reserve and revisiting funding allocations.

ii. SIGNIFICANT ACCOMPLISHMENTS

New Transactional System Integration

The LoboCard Office, along with UNM Food selected a new transactional vendor for The University of New Mexico. The new contract had been awarded to Atrium in early 2021 which lead into preparation for deployment and integration of our new card management and transactional systems. The system was deployed in summer and fall of 2021.

The new software has provided many enhanced services in relation to our food units but ultimately has created a seamless process on the front-end for our UNM users to sign-up for our meal plan options. The services provided by the vendor

have allowed our faculty, staff and students to sign-up for a meal plan and instantaneously utilize their tenders at any of our food units on campus.

New Student Orientations (NSO) Preprinted Cards

2022 saw the return of in-person NSO and a large class of incoming freshmen. One of the challenges that NSO faces is optimizing logistics to accommodate as much programming as possible. The LoboCard Office was able to assist NSO by preprinting ID's for students who submitted photos online and setup an area outside of the office for pickup. This allowed for a reduced number of walk-in visits during NSO, less time spent waiting, and assisted the NSO program in adhering to a tight schedule.

Collaborating with Departments to Explore Building Access Control

Access control for buildings is increasing as the university continues to prioritize safety and security on campus. The LoboCard Office acts as a resource to departments researching adding those components to their areas. Our staff has taken an active role in meeting with inquiring departments to inform them about the Lobo Card functionality, discuss communication, and the process for users to obtain a new card or testing the functionality. The more that we have had the opportunity to plan with the departments, the more we continue to improve the process for smooth implementation.

Environmental Graphics & University Branding Project Completed

The LoboCard Office is one of the first interactions that new students, staff, and faculty members may experience at UNM. As such, the office underwent a series of graphic installations that aligned the office aesthetic with that of UNM's recruiting and marketing aesthetic. The finished product is a welcoming and vibrant introduction to our campus that aligns with UNM's visual identity.

iii. FUTURE PLANS

New Badging Software

In conjunction with UNM IT, the LoboCard Office is currently monitoring various vendors to operate the UNM Badging Software on an independent level. This will allow for more flexibility in the reporting fields and a more robust badging system in issuing the UNM credential through our office.

Mobile Credentials

The LoboCard Office has been developing a very close working relationship with the Security Office, UNM Police and UNM IT to move the Lobo Card onto a mobile cellular device, which is becoming the industry standard for security purposes. This will eventually eliminate the need for a physical Lobo Card to be carried by faculty, staff and students for identification and access across campus.

Attendance Trackers

The LoboCard Office is exploring the opportunity to add attendance tracking as a service to interested departments. The service would allow departments to use an extension of our transaction software, a 3-track card reader, and their own laptop or desktop computers to track event attendees, office visits, and more. This service would provide a low-cost alternative to a 'sign in sheet' and provide our departments with data to help them assess their success.

Office Reorganization

The LoboCard Office has undergone significant changes to both personnel and software/technology in the last five years. There have also been structural changes in the food service office that have an impact of what the current and future needs are to keep our operation running efficiently while providing outstanding service to our campus. ISS leadership will work with Human Resources to establish a structure that will meet the needs of the operation.

Appendix G:

New Mexico PBS

MISSION AND VISION

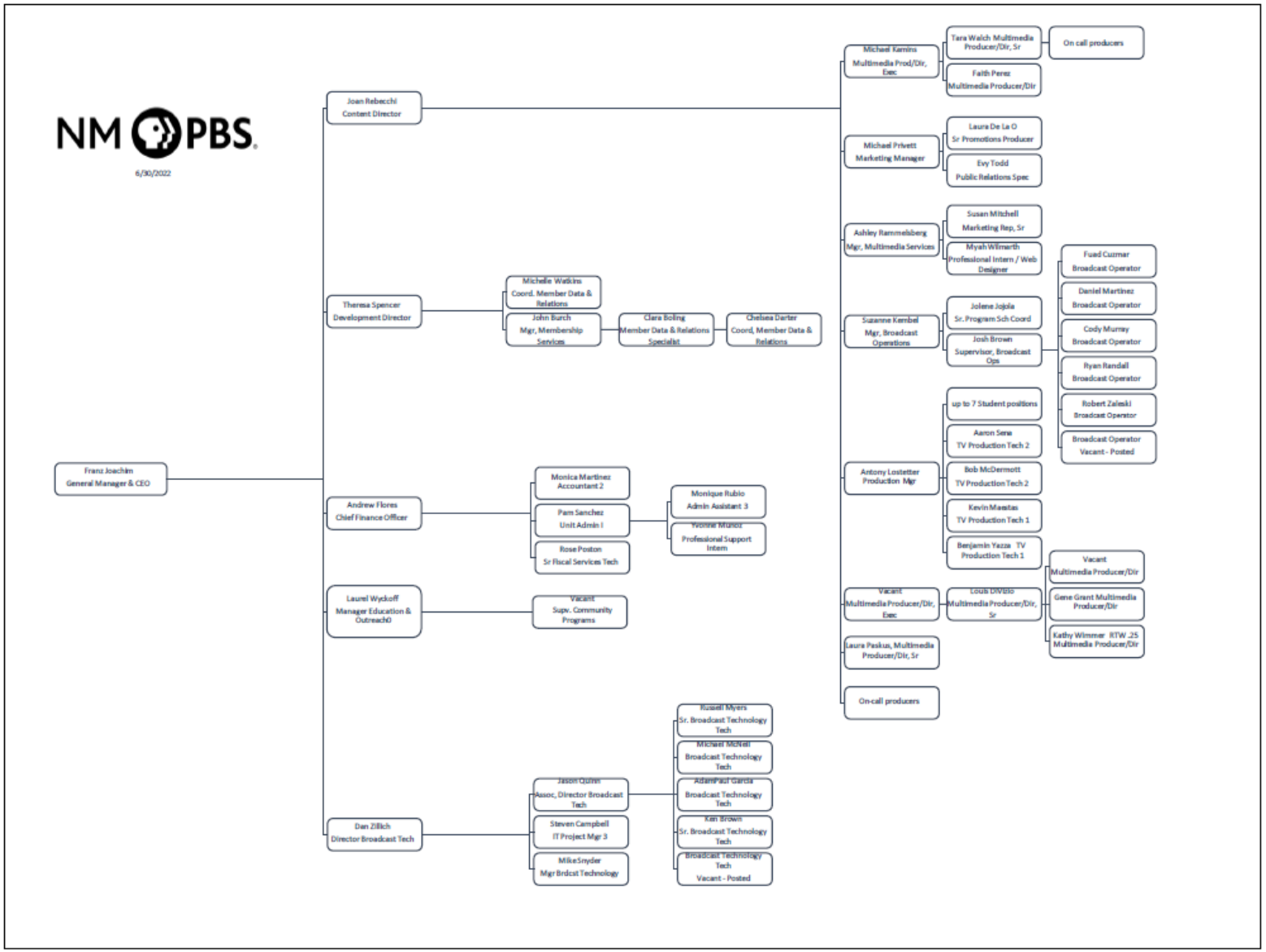
Mission

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 online 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



i. EXECUTIVE SUMMARY

Despite predictions for this past fiscal year, both internal and external, NMPBS has continued to thrive. Our donation-based revenue increased $301,239 over the previous year, a 7.4% increase over last year and 11th year in a row of donation-based revenue growth. We received commitments of $3.8 million in planned giving bequests. And as Public Television sister stations have seen staff turnover of 20-25%, our staff retention has hovered around 90%. Our story is one of cautious optimism, mirroring the nation's steady recovery from the last two years.

We continue to serve our diverse communities in unique ways. Leveraging our technological strength to lead the state, we have rolled out two significant advancements that position us a leader in the national transition in broadcast technology. We began broadcasting in ATSC3.0 in July 2021. We are the first public television station in the nation to offer a full service ATSC3.0 broadcast, mirroring all the content offered on our standard broadcast channel KNME. Our efforts mean that our viewers are future proofed in receiving public television content. In October 2021, we began our Datacasting for Education service, proving that using our broadcast signal to get internet content to homes that do not have the internet, works and is scalable. Partnering with our sister PBS stations in New Mexico, we can now ensure that every student in New Mexico, regardless of their access to the internet, can receive remote learning content. And, to be clear, there is no reason this should be, or need be limited to k-12 students.

We continue to serve in many other ways. We have expanded the *Our Land* environmental series, making it a permanent part of New Mexico in Focus and launching it as classroom content for use in classrooms around the state through NMPBS LearningMedia. We produced a digital series *Indigi-Genius* that focuses on how traditional Native American practices led to some more mainstream innovations.

Through the challenges and opportunities of a strange and strained year, New Mexico PBS has maintained a solid financial footing. We have increased our Plant Fund ensuring fiscal stability and providing vital backing to future endeavors.

New Mexico PBS offers a wealth of unique and valuable opportunities to all of our stakeholders. Our viewers enjoy a variety of enriching, inspiring and entertaining content across almost every platform available. We are living up to our mission of providing the best content anywhere, anytime. Our members enjoy unparalleled access to all the content they love, as well as to our premiere member services team to help them navigate our many opportunities. Our fellow citizens enjoy the fruits of statewide cooperation with our fellow public broadcasters, creating and delivering highly enriching and educational content to

their children in the safety of their homes. Our educators realize a valuable partner in providing the best and most academically rigorous tools for helping them improve our student's outcomes. Our faculty members enjoy access to research opportunities, to grant funding, and to unique technical platforms with which to carry out their work.

	FY22 Budget	YTD Budget	YTD Actuals	% of YTD Budget	PY Actuals FY21
Revenues:					
Corporation for Public Broadcasting grants	$ 2,657,160	$ 2,657,160	$ 2,665,542	100.3%	$ 1,745,269
State Appropriation	1,026,600	1,026,600	1,026,600	100.0%	873,600
Gifts/Memberships	5,400,000	5,400,000	5,461,745	101.1%	4,676,498
Corporate Support	187,480	187,480	202,935	108.2%	166,276
Broadcast Production	249,680	249,680	250,313	100.3%	455,042
Translator Leases	92,600	92,600	94,451	102.0%	93,638
APS operational support	20,000	20,000	20,000	100.0%	20,000
Educ & Outreach	12,725	12,725	12,440	97.8%	68,930
Use of reserves/misc	(620,000)	(620,000)	(625,524)	100.9%	1,728,615
Total Revenues	**$9,026,245**	**$9,026,245**	**$9,108,503**	100.9%	**$9,827,868**
Operating Expenses:					
Personnel	$ 3,832,795	$ 3,832,795	$ 3,700,752	96.6%	$ 3,719,045
Fundraising	1,112,055	1,112,055	1,121,343	100.8%	997,055
Broadcast Program Acquisition	1,361,300	1,361,300	1,345,804	98.9%	1,499,111
Promotions	229,750	229,750	249,095	108.4%	202,260
Professional Services	477,000	477,000	495,428	103.9%	245,563
Telecommunications	58,088	58,088	57,060	98.2%	63,388
Travel and Prof Dev	30,050	30,050	25,042	83.3%	6,794
Equipment and support	157,504	157,504	150,367	95.5%	106,290
IT software and support	248,900	248,900	260,725	104.8%	25,888
Translator sites	62,600	62,600	54,329	86.8%	105,477
Repairs and Maintenance	572,820	572,820	553,463	96.6%	81,985
Automotive	17,064	17,064	14,211	83.3%	18,660
Office Supplies	19,208	19,208	19,145	99.7%	63,168
Dues and Memberships	67,875	67,875	63,917	94.2%	18,464
Bad Debt Exp	80,000	80,000	83,067	103.8%	(29,854)
Other Operating Exp	107,650	107,650	98,356	91.4%	907
Taxes and Fees	48,000	48,000	46,108	96.1%	43,798
Total Operating Expenses	**$8,482,659**	**$8,482,659**	**$8,338,212**	98.3%	**$7,168,000**
Transfer to (from) other fund types	$ (543,586)	$ (543,586)	$ (1,222,566)	224.9%	$ (1,522,736)
Total Expenses	**$9,026,245**	**$9,026,245**	**$9,560,778**	105.9%	**$8,690,736**
Profit (Loss)	**$0**	**$0**	**-$452,275**	0.0%	**$1,137,133**
	Fund Balance 6/30/22	**$ 238,210**	**Plant Balance 06/30/22**		**$ 3,971,095**

ii. SIGNIFICANT ACCOMPLISHMENTS

Without question one of the most significant accomplishments for any broadcaster in the nation is our launch of a full service ATSC3.0 service. ATSC3.0, more commonly known as NextGen TV, is a new method of

broadcasting that aligns our broadcast model with internet distribution. It will evolve and become incorporated into future versions of the internet. As the first Public Television station to fully adopt ATSC3.0, we led the nation in this transition to the future. This positions NMPBS to take advantage of new opportunities that are being explored internationally. It also serves as a potential platform for innovation and research for UNM faculty.

Parallel to the ATSC3.0 launch, NMPBS began a new service for educators throughout New Mexico. Datacasting for Education uses existing broadcast signals and infrastructure to send securely encrypted data files to homes that lack sufficient broadband connectivity. This marriage of the one-to-many broadcast model and on-demand technology is an important bridge solution to the state's digital divide. While this does not replace the internet, it is a robust partial solution that can be implemented immediately at a very low cost. Leveraging our broadcast technology and infrastructure, which is already in place delivering content to 700,000+ homes, we were able to begin delivering internet based, remote learning content to homes within a month of the project beginning. In November 2021, we were able to deliver digital remote learning assets to homes near Taos that lacked broadband. Partnering with NM PED and our sister stations at NMSU and ENMU, we are expanding this program throughout the state. While we have proven that the technology works very well, resistance to at-home learning has become our biggest hurdle to success.

The accomplishments around ATSC3.0 and Datacasting were noted nationally when NMPBS received the prestigious Pillar of Public Service Award from America's Public Television Stations.

In February 2021, NMPBS launched a new development opportunity designed to promote and secure planned giving bequests. Working with FreeWill.com participants can create a free, fast estate plan. This has turned into a very popular benefit to our donors, while directly benefiting NMPBS. This fiscal year we received a total of 177 bequests with an estimated bequest value of $3,854,500. This is one of the highest returns in the public television system.

In June 2022, NMPBS was visited by the national program Antiques Roadshow. This is an unprecedented fourth visit to New Mexico since the program began airing in 1992. No other station in the system has been entrusted with this effort four times. And NMPBS saw the highest public turnout for Antiques Roadshow this season, as well as grossing $64,400 on ticket-related sales.

In partnership with the Santa Fe Opera, NMPBS developed a 7-part series titled *From Page to Stage*. The series featured the creative forces involved with bringing to life SFO's world premiere of *The Lord of Cries*. This partnership has already progressed to a new venture and new documentary on the founding of the Santa Fe Opera and its evolution to a world class performance venue.
NMPBS's *Our Land* series celebrates its fifth year. Growing out of the award-winning environmental reporting of Laura Paskus and a grant from the celebrated PBS series Frontline, *Our Land* success as a television product is best recognized through its crossover appeal in classroom instruction. New Mexico educators

provided the impetus and inspiration for NMPBS to turn this program into a series of classroom instruction modules through NMPBS LearningMedia.
Supporting the documentary *Benjamin Franklin*, KNME staff collaborated with community organizations to produce a concert and poetry reading, two teacher workshops, and two Science Cafés. Most notably, in partnership with Explora Science Center, New Mexico Museum of Natural History and Science, and the UNM STEM-H Center, NMPBS designed and hosted two very successful Albuquerque Public Schools science teacher training sessions on electricity and on weather.

In conjunction with Ken Burns' documentary *Muhammad Ali*, NMPBS hosted a series of screenings and conversations, youth workshops, and a project with inmates in Penitentiary of New Mexico. Professor Dr. Jamal Martin, who helped found the UNM Zest for Excellence in Athletics and Learning (ZEAL) program in 2005, recruited UNM athletes, the director of the ZEAL program, and a local TV sportscaster for our first conversation on *Race and Athletics*. This was followed by a screening and conversation on *Racism and Health Inequalities* with Anna Marie Rondon of the New Mexico Social Justice and Equity Institute and the McKinley Collaborative for Health Equity. The conversation titled *Sports Diplomacy* was moderated by New Mexico in Focus host Gene Grant and included author Ishmael Reed and Kenneth Carpenter of UNM's Global & National Security Policy Institute. And finally, our speaker for *Racism, Materialism, and Militarism* was Enid Trucios-Haynes, Professor of Law at University of Louisville Brandeis School of Law.

iii. FUTURE PLANS

In the next fiscal year NMPBS will replace our on-air automated distributions system. The on-air automation system is combination of hardware and software that processes and distributes five different channels of content 24/7/365. The heart of NMPBS operations and our primary connection to our viewers and donors, the automation system is fundamental to our mission.

Building on the technical success of Datacasting for Education NMPBS and our sister stations, KENW and KRWG, will launch Datacasting for Public Safety. Using the same basic technology as Datacasting for Education, Datacasting for Public Safety uses our ubiquitous broadcast signals to reach first responders wherever they are and regardless of their connectivity. In rural areas where cell and radio communications don't exist, or in urban areas during civil and natural emergencies when traditional technologies are often compromised, Datacasting for Public Safety allows Emergency Command Centers to reach first responders with real-time data, including live video.

Our leadership in ATSC3.0 and emerging broadcast technology has opened a host of opportunities. We are in conversations with a number of different

potential partners to find new ways to leverage our excess ATSC3.0 broadcast spectrum. Primary among these is a partner interested in developing Datacasting into a full Video-On-Demand service, turning Broadcasters into local versions of Netflix or Hulu, but without a need for internet connectivity. This “killer app” is turning into the holy grail of broadcasting and is widely viewed as what will eventually save the broadcast industry, as video-on-demand becomes a requirement by viewers. NMPBS is uniquely positioned to lead in this effort.

Our facility was built in 1968, and the physical infrastructure is beginning to fail and to continue growing, we need new space. NMPBS has embarked on a number of different explorations we hope will lead to a new facility. Building that facility on the same footprint or at least collocating it with the existing facility would leverage a number of valuable features of the existing site. Chief among these is proximity to a wealth of fiber connections, essential to our continued operations and growth. And line-of-site for microwave and satellite transmissions, which are essential to our operations and unique to our current geographical location.

Appendix H:

Parking & Transportation Services

MISSION AND VISION

Mission

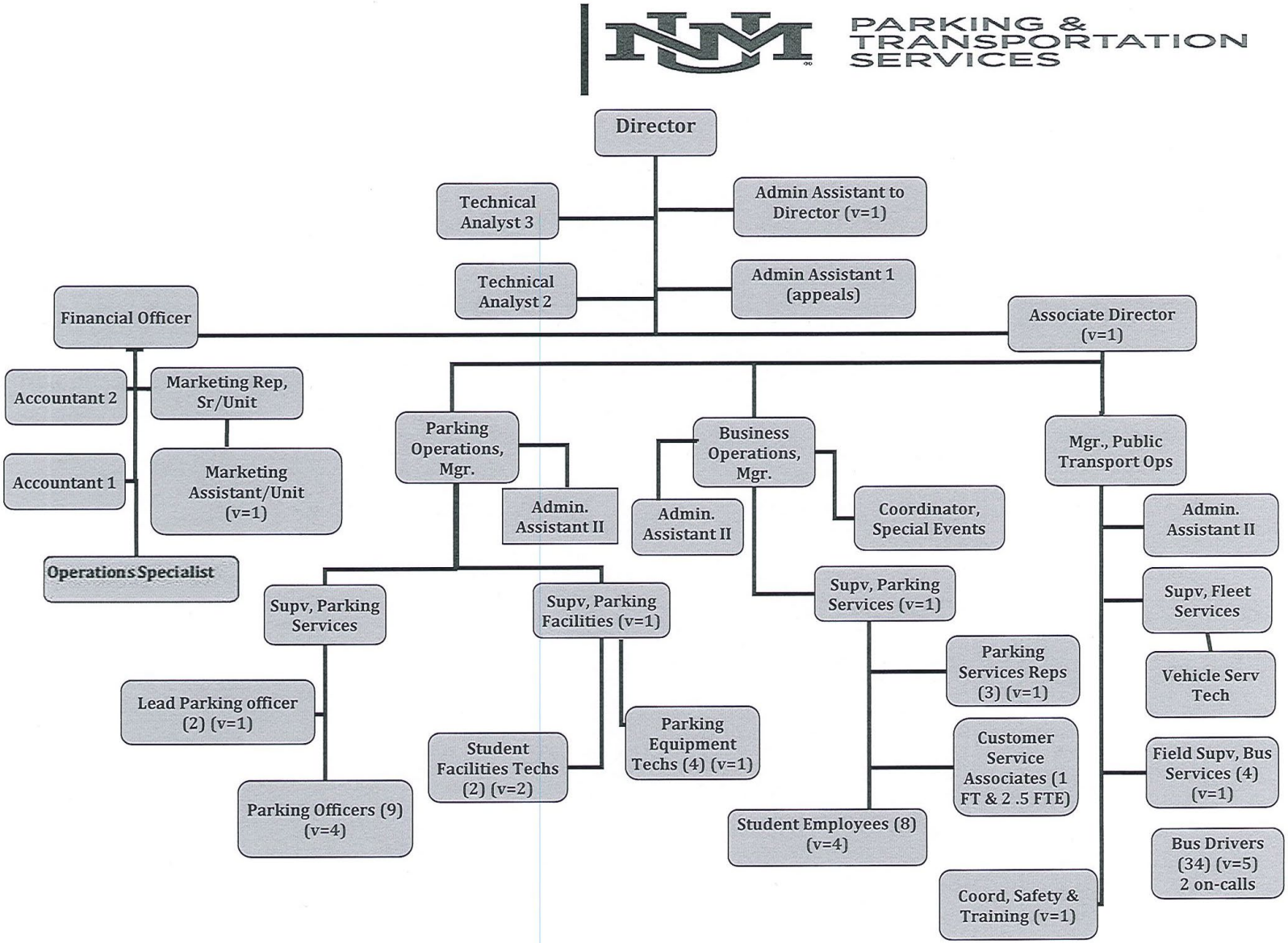
Parking & Transportation Services (PATS) supports the University's education, research, and service missions by providing access to key programs for faculty, staff, students and visitors through a variety of transportation services that consider the needs of each customer.

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



i. EXECUTIVE SUMMARY

Parking & Transportation Services (PATS) strives to provide parking and transportation services to the faculty, staff, students, patients, and visitors of the University as well as the Albuquerque community as a whole. Services offered include permit parking, pay station (visitor) parking, shuttle services, and alternative transportation programs that include but are not limited to the Bike Locker Program, Lobo Bikes, and Electric Vehicle (EV) charging stations. (Note: our Bus Sticker program was suspended January 2022 when ABQRIDE started the pilot "free fare" program.)

In FY22, the changes that occurred due to the COVID-19 pandemic continued to impact on how the University conducted classes, held meetings, offered services, etc. Throughout it all, PATS has been successful in providing continuous services to the university with minimal disruption because of the proactive strategies, some of which had to be quickly implemented. Staff are no longer split into two separate shifts, but continued to be encouraged to follow the "standard" COVID-19 protocols, e.g. social distancing, wearing masks when around others, etc. Despite some staff still testing "positive" for the virus, we were able to continue to meet our customer's needs with minimal disruption of services.

PATS continues to move permit/parking services to an on-line platform as feasible, utilizing the information technology tools – software and hardware - at hand. This helps support the provision of quality customer service and especially to whose work and/or learning does not require them to be physically on campus on a regular basis and who therefore do not need an annual parking permit. To meet this new need, PATS instituted a "Pay-By-Pay" parking program where eligible faculty and staff can be authorized to park in designated spaces by simply logging into a smartphone application (currently ParkMobile) and paying a flat-rate fee for the day of $6 per day. Also started was an Employee 1-day "scratcher" permit program for use in lieu of an annual parking permit. These two programs are slowly gaining increased use.

FY22 continued to adversely impact PATS' revenues. The continued use of hybrid learning, along with hybrid work meant fewer permits were sold and there continued to show a decrease is use of pay station parking. Fortunately, and as in previous years, PATS operates on a tight expense budget, which helped keep operating expenses down. Unfortunately, and again is in prior years, the greatest "savings" continued to come from open positions, e.g. Associate Director, Admin to the Director, a Field Supervisor/Bus Services, Bus Driver, etc. Hiring was a challenge in all posted positions and especially with the Bus Driver position as it requires them to hold a Class B (or above) Commercial Driver's License (CDL), get and maintain a US DOT Medical Certificate, and undergo regular drug and

alcohol testing. In December 2021, PATS was able to increase starting salaries for the Bus Driver position, which greatly helped recruitment efforts. The 3.0% salary increase, which was directed by the State and went into effect April 2022, also helped with filling other open positions.

In FY22, PATS sold approximately 16,447 parking permits to faculty, staff, students, visitors, and vendors which is an increase of 6,433 from FY21. There was a decrease to special event revenue in FY22 ($310,484) from FY21 ($459,334) as the pandemic continued to have an impact on large gatherings (e.g. Popejoy, movie-shoots, etc.). In FY22, PATS received an influx of HEERF3 monies which will help shore up both Reserves and Capital budgets.

- Revenues –
  - Permits $ 4,938,577
  - Permits/Yale structure $ 746,530
  - Pay station parking/surface lots $ 819,576
  - Pay station parking/Cornell structure $ 608,586
  - Event Revenue $ 310,484
  - Citation fines $ 458,017
  - Other Income (includes parking loss rev) $ 1,913
  - COVID-19 HEERF3 ($500,000 Operating & $2,000,000 Capital) $ 2,500,000

Total: $ 10,383,683

- Expenses –
  - Personnel $ 3,766,354
  - Taxes/Fees $ 784,152
  - Operating Costs $ 716,703
  - Transportation Costs (repairs, fuel, insur.) $ 657,598
  - Infrastructure Costs $ 58,130
  - Debt Service $ 1,642,888
  - Transfers Out (Real Estate, Bus Pass Program) $ 150,750
  - Capital Expenditures $ 492,894

Total: $ 8,269,469

(-$27,660 Operating Loss w/out COVID-19 $)

ii. SIGNIFICANT ACCOMPLISHMENTS

BUSINESS OPERATIONS / FINANCIALS / INFORMATION TECHNOLOGY

Business:

- Reserved Permits
  - Maintained an average of 96% sold
  - Reserved space revenue totaled approximately $1,065,000.

- Alternative Transportation
    - Bus sticker program distributed over 1,500 bus stickers (program was suspended January 2022 when ABQRIDE went "free fare")
    - Bike Locker program leased 93 bike lockers.

- Notable Events
    - Collaborated with ResLife/Student Housing, ACC-Casas Del Rio and Lobo ID for the annual (fall) drive-through dorm registration and move-in for resident students.
    - Collaborated with CABQ and UNM Health Exercise & Sports Science to host the Lobo Triathlon.
    - 5,539 parking codes were used for the structure pay stations with an approximate value of $35,548.

- Special Events Parking Services
    - Services include traffic control, vouchered parking, pay station validation codes, and parking attendants for over 420 special events that resulted in a revenue gain of $310,484, and included the following City events and major film productions:
        - CABQ for the Twinkle Light Parade 'Park and Ride'
        - Woodbridge Productions / Better Call Saul
        - Prime Video/ Half Life Digital

Financials:

- Contributed $134,768 to Institutional Services Support's (ISS) capital program and UNM-funding.
- Contributed approximately $285,453 in "In-Kind" (aka Goodwill) services.

Information Technology:

- Built "Pay-by-Day" permit program in T2-Flex (parking software system). Customer use of the program is controlled through the application process. UNM faculty and staff who do not have an annual permit submit an application to PATS for gain access to program, which allows them to park in a designed "Pay-By-Day" parking space at a fixed one (1) day rate.

- Updated the firewall policy after UNM IT network hardening to allow HSC HR Representatives access to the PATS' New Employee Experience temporary permit assignment web application.

- Initiated process for configuration to change surface pay stations to "pay by plate" from "pay and display". Change will be tested first in the A-SHAC (Student Health and Counseling) Lot, the rolled out to the rest of the surface pay station parking on campus.

- Completed installation of EuroPay, MasterCard & Visa (EMV) card readers and updated associated software in the 32 Flowbird (aka Parkeon) pay stations, which is for PCI compliance on campus.
- Completed the application transfer from our in-office server to a UNM virtual server, leaving no critical applications at the office.

- Updated all in-office credit card readers and surface pay station modems to 4G in preparation for the Verizon sun-setting of 3G technology.

COMMUNICATION AND MARKETING

- Continued to work with UNM Communication and Marketing to incorporate 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.

- Began working more directly with ISS Marking & Communication to implement an effective communications approval process.

- Published or posted:
    - 100 direct messages/Press Releases to various groups of PATS customers impacted by lot closures, heavy traffic, and construction.
    - Approximately 85 social media posts pertaining to campus construction activities, traffic notices, new student and employee orientation information, business operational updates, etc. 132.7 Twitter impressions were "earned" with an approximate 3.3% engagement rate.

- Collaborated with UNMH and UNM HSC marketing representatives on communicating changes to North Campus parking and travel routes caused by construction projects.

- Presented department overviews at over 65 various (virtual* & in-person) orientations and tabling events (including student resource fairs*, New Employee Experiences (NEE) (aka Lobo U), New Student Orientations* (NSO), Transfer and Non-Traditional Student Orientations*, and Family Connection Orientations*).

- Maintained and updated information on PATS' website including permit rate and eligibility information, parking and shuttle service maps, and created/updated approximately 30 various forms, flyers, and other informational materials for the department's internal and external use.

- Produced approximately 8,500 temporary dashboard passes for use by:
    - Music Prep
    - Student Support Services Center (SSSC), and
    - Special Events that required temporary parking permits.

PARKING OPERATIONS

Enforcement:

Staff shortages impacted Enforcement's ability to cover the University campus in a robust and pro-active manner, which resulted in fewer citations issued (subsequently citation revenue was down), and fewer "focused enforcement" activities were performed. In FY22, a total of 26,924 citations and 7,050 warnings were issued by Enforcement in FY22. The most frequent violations were:

- Failure to Display a Valid Permit – 11,160 (43%)
- Pay Station Violation – 8,946 (33%)
- Permit Invalid for Zone – 3,972 (15%)

Two (2) "focused enforcement" activities were performed with the following results:

- Valid placards displayed – 7
- Invalid placards displayed – 3
- Confiscated Invalid placards - 1

Facilities:

858 Work tickets were submitted and completed:

- 248 tickets for setting up barricades
- 183 tickets for vandalism and broken glass
- 173 tickets for sign replacement/installation
- 59 tickets for parking lot repairs
- 34 tickets for other structure and lot cleaning (power washing elevators, weed removal, etc.)

- 32 tickets for painting
- 18 tickets for gate arm replacements
- 14 tickets for pay station battery replacements
- 97 tickets are classified as other/miscellaneous

Major maintenance and repair activities, which include seal coat, crack fill, and re-striping, were performed on 308,027 square feet in the following parking lots:

- T Lot – 169,064 ft. sq. (contracted – project managed)
- R/E-Central & Girard Lot – 61,367 sq. ft.: (contracted – project managed)
- N-Diabetes Lot – 4,453 sq. ft.: (contracted – project managed)
- TVC Lot (Science & Technology Park on behalf of UNM Real Estate) – 22,143 sq. ft. (re-striped the parking lanes and ADA signage and stenciling)
- R-Redondo Village Lot – 51,000 sq. ft. (re-striped the parking lanes and ADA signage and stenciling)

On the Central, North and South (including S&TP) campuses:

- 225 gallons of street paint (assorted colors) and 48 cans of aerosol striping paint was used to paint fire lanes (red), no parking zones (yellow), loading zones (green), shuttle bus stops (yellow), street parking spaces and applied stenciling (white) to designate "Pay Station Parking", "Reserved", ADA space, etc., in the following areas:
    - B and C Zones along Redondo Dr., Las Lomas, and Campus Blvd.
    - All UNM shuttle bus stops
    - M-BCH Lot
    - R Zone
    - M-Family Practice (M-FP), M-Dental, and M-Facilities Management (M-FM) Lots
    - W Zone

TRANSPORTATION OPERATIONS

- FY22, a total of 743,271 passenger boarding's
    - 702,395 passengers on regular weekday shuttle service
    - 40,876 passengers on special event shuttle service for 112 special events

- In Fall 2021, regular shuttle operations resumed. The return to full service from limited operations due to COVID-19 resulted in an increase of 683,444 passengers from FY21:
    - Increase of 642,572 passengers during regular operations
    - Increase of 40,874 passengers for special event shuttle services

- PATS' was awarded $1,511,982 in funding from Volkswagen Mitigation Trust by NM Environment Department (NMED) in early summer of 2022, for the purchase of six (6) near-zero CNG engine equipped buses. New buses will replace six (6) diesel-fueled buses – 2 circa 2007 and 4 circa 2009 - that were targeted to help reduce UNM's carbon footprint by operating more fuel efficient and clearer operating engines.

- The shuttle fleet has an average age of 10.625 years. In FY22, the total cost for maintenance and repair of busses was $622,193: $461,882 for the regular maintenance/repair and $160,311 for major (capital) repairs.

- Shuttle regular operations resulted in a total 220,560 miles on the buses. 66,403.355 gallons of fuel was used, with an average of 3.32 MPG per bus:
    - 23,784.687 gallons (235,526.8 miles) of Diesel;
    - 33,335.376 "gallons" of CNG (128,381.4 miles); and
    - 9,327.292 gallons of Unleaded (46,483.1 miles).
    - (Diesel buses averaged 7.07 MPG, CNG 3.85 MPG, and Unleaded 4.98 MPG.)

iii. FUTURE PLANS

- PATS plans to continue working with UNM departments and leadership to secure the funding for construction of two (2) parking structures: one to serve Central Campus and the other to serve both North and Central Campuses. In collaboration with Planning, Design, and Construction (PDC) and with the hiring Walker Parking Consultants, a parking structure feasibility study was completed in early 2022. The study identified nine (9) possible sites, then focused on three (3) of them, and provided rough estimates for the cost of construction based on the location, number of parking spaces and size of structure, and also provided an estimate of the annual debt service. The construction of new parking structures will help address ongoing losses of parking due to construction of new buildings, especially on North Campus: UNMH Tower and Patient Parking Structure, the Center for Movement Disorder and Senior Health Clinics, College of Nursing/Population Health and Education, and the Crisis Triage Center. Additional parking structures will help position the University for short- and long-term parking and transportation needs as UNM continues to grow its academic, research and teaching programs across its campuses.

- Using $1,511,928 in funding awarded through the Volkswagen Mitigation Trust Fund, replace six (6) diesel-fueled shuttle buses that are well

beyond their "useful life" (per FTA standards for public transit vehicles) and as a result are increasing costly to maintain. The six (6) buses will be replaced with CNG engine equipped buses. PATS will have to pay for the buses upon delivery, then apply to the State for reimbursement.

- Continued to perform major repair/maintenance work on the surface parking lots, e.g. replace broken pavement, apply an asphalt overlay to lots where the aggregate (stone) particles in the pavement are surfacing and breaking free, crack-sealing, seal coat, etc.

- Expand use of the "permit-less" parking program for employees working on the Central and North campuses less than three (3) days per week/10 times per month. This programs currently include "Pay-By-Day" (through the ParkMobile application) and one (1)-day employee "scratcher" permits, and help support the parking needs of faculty and staff who's (hybrid) work schedules do not require them to be at UNM on a regular basis and therefore do not need annual parking permits.

- Continue to leverage existing Information Technology (IT) that supports and facilitates better use of UNM's parking lots/structures and shuttle services and explore new options. Last year PATS completed the installation of an Automatic Passenger Counting (APC) system which tracks boarding and de-boarding of passengers (boarding counts had been done manually prior to the APC install) as well as GPS location of the shuttle buses including speed, dwell times, route timing, etc. Next step would be the purchase and installation of Mobile Data Terminals (MDT) on the buses which would allow the bus driver to electronically document pre- and post- trip performance, and log in/out of their assigned bus and/or route (currently done by one of the transportation supervisors). On the parking side, advances could include a customer being able to "reserve" an open parking space for their use via a smartphone application.

-

Appendix I:

Planning, Design & Construction

MISSION AND VISION

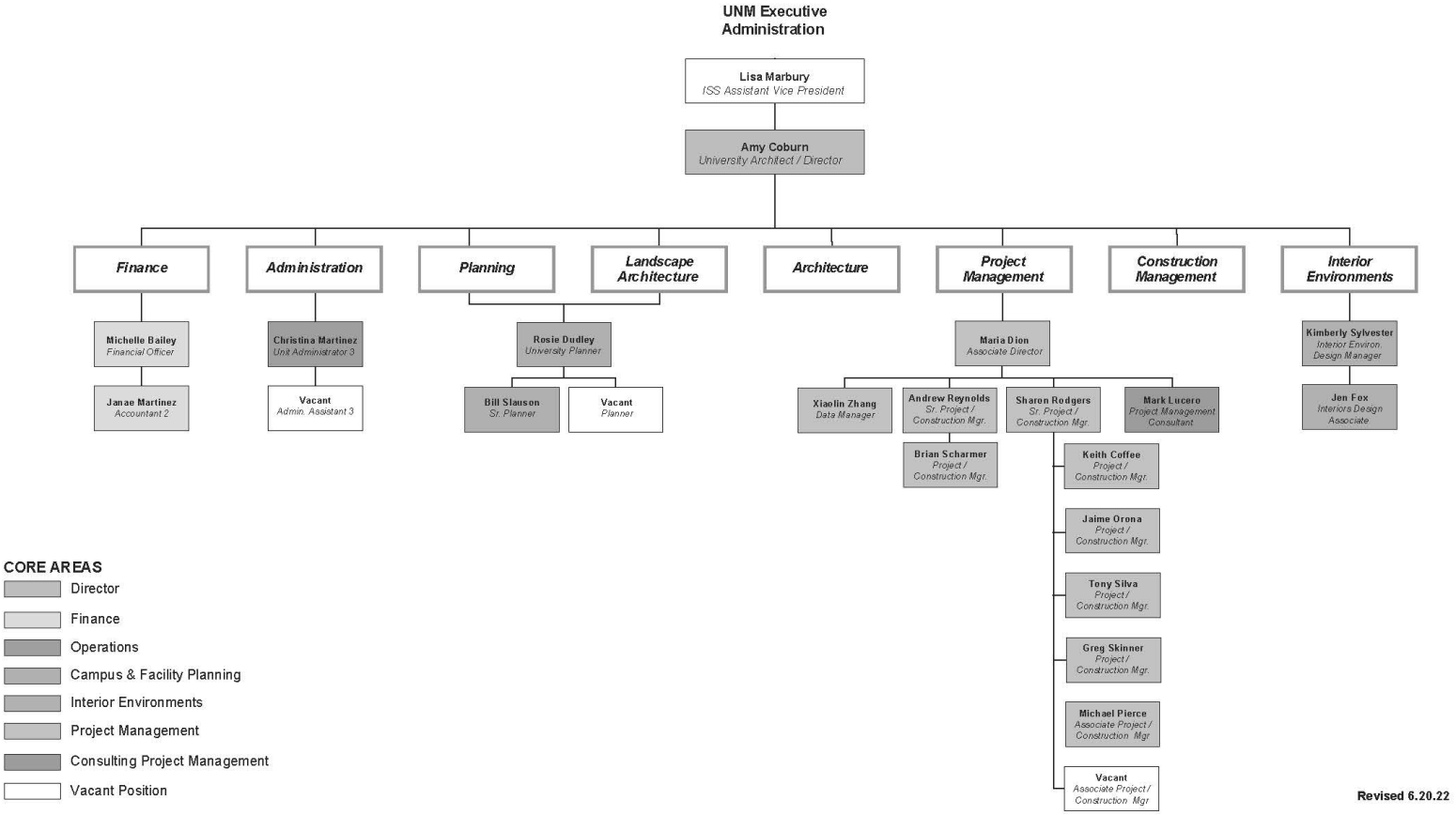
Mission

To steward UNM's campus identity and captain project development to create productive, mission-informed environments.

Vision

Great spaces for motivated people doing extraordinary things.

ORGANIZATIONAL CHART



i. EXECUTIVE SUMMARY

UNM Planning, Design & Construction (PDC) had a very successful FY21-22. The team executed approximately $107 million of capital over 144 projects, successfully operating in a hybrid format. PDC leadership is experienced, coordinated, and functions with practiced skills. While optimal staffing levels are elusive, leaving some positions unfilled for months, the team is agile and highly productive.

Several long-range scopes, such as the Asset Management Program (AMP) and the Unifier Project Management Information System, were launched or raised to significant milestones. PDC managed multiple comprehensive planning activities, including completing the College of Fine Arts Plan and the team selection for the Integrated Campus Plan.

Resource delays, both material and labor, continued to challenge both schedule and budget. Smaller, BR&R-funded projects are most vulnerable to these market changes as the time frame for completion is within a fiscal year. Project Managers on our larger project continued to apply all tools to manage the scope, schedule, and budget of ongoing projects.

PDC ended the year with a negative reserve balance after having self-funded the Unifier Project Management Information System ($300K) and supported ISS ($500K) with the Integrated Campus Plan scope of services. PDC looks forward to several active years of bond-funded projects via Government Obligation Bond (GOB) and Institutional Bond (IB).

Cumulative for PDC as of June 30, 2022	
	EOY
TOTAL REVENUE	**$1,087,192**
Total Compensation	**$1,786,373**
Total non-Salary Expenses	**$189,100**
TOTAL EXPENSES	**$1,975,473**
Profit (Loss)	**($888,281)**
Year End Reserves	**Balances**
240A	**$22,832**
250A	**($73,001)**
Total Reserves for PDC	**($50,169)**

ii. SIGNIFICANT ACCOMPLISHMENTS

Asset Management Program (AMP)

The AMP is a University-wide management program addressing the assets of the University (buildings, real estate, infrastructure, space, etc.) initiated in January 2021 by Campus Environments and Facilities with close coordination with the Provost's Office. The AMP identified the following goals and has completed the following tasks:

- Goal 1: **Organize Physical Assets to Support UNM's Mission**
    - **Created an AMP Advisory Committee** to address UNM's asset management. The AMP Committee meets 1-2 times monthly to review the AMP program, process, and policy recommendations.
    - **Initiated the Integrated Campus Plan (ICP) RFQ (Request For Quote) process with input from UNM stakeholders.** The ICP will replace the University's 2009 Master Plan. The ICP will guide the University's decisions on the physical environment, including facilities, grounds, and physical assets of the institution, and provide a "road map" that fulfills the vision and goals outlined in University's Strategic Plan UNM 2040: Opportunity Defined. *More about the ICP is under Future Plans.*
    - **Developed the critical criteria to determine priority projects for completion by FY24 with one-time BRR funds.**
    - **Created an internally integrated facilities GIS-based database** with the assistance of Earth Data Analysis Center (EDAC) that illustrates UNM facility assets and conditions. It holds information on all landholding deeds, parcel data, utilities, and site conditions on Main and North Campuses, South Campus and branch campuses. This graphic database will enable UNM staff and consultants (with restricted access) to refer to asset conditions and will inform work efforts.
- Goal 2: **Improve Space Utilization**
    - Updated space utilization and allocation policies and procedures for instructional spaces (classrooms/class labs) and office space.
    - Established an updated space use process that identifies roles, responsibilities, and workflow and recommended creating an authorized leadership position within the Office of the Provost.

- Goal 3: **Reduce Dilapidated Space**
    - Launched a Facilities Investment Need (FIN) Plan based on the Facility Condition Assessment completed in 2019 to structure a timeline and identify priorities for addressing deferred maintenance.
    - Identified the list of buildings that have exceeded their lifespan to be considered for demolition with FM, PDC, and CSS due to their Net Asset Value and individual building assessments.

Launched Unifier Project Management Information System

PDC developed and launched our Project Management Information System (PMIS) utilizing Oracle Unifier in Fall 2021. Unifier has provided enormous financial and management prowess for the University's planning, design & construction enterprise.

Team Development

Following PDC's leadership training in FY 21, PDC engaged Dorrier Underwood in an all-staff training series over four months, entitled *Action and Accountability*, which completed in May 2022.

College of Fine Arts (CFA) Framework Plan

The CFA Framework Plan was completed in December 2021, in just six (6) months. The Plan evaluated the thirteen (13) facilities CFA currently occupies, identified a detailed and phased 10-year implementation plan, and provided a detailed design concept for the new Collaborative Center for Arts & Technology facility that enabled the State government to dedicate $45 million for its development—the highest legislative commitment for a single project for higher education in the state's history.

Milestone Project Completion

PDC substantially completed 61 projects totaling $50,418,244 in FY22 valued between $5,000 and $17 million:

- Clark Hall renovation occupied in August of 2021; the project is completing the commissioning phase and a small renovation for CRLS. Budget: $16,569,190.
- Valencia Workforce Training Center project occupied in January 2022. Project is awaiting LEED certification with silver expected. Budget: $8,374,130.

- Valencia Campus Infrastructure project was substantially complete in August of 2021; minor items remain and will finish up in September 2022. Budget: $4,900,000.
- Taos Klauer Campus Center for Careers (Pathways) received substantial completion in February 2022. Budget: $6,929,500.
- UNM Security Cameras received substantial completion. Budget: $3,000,000.
- RVA Emergency Stair Replacement completed in August 2021. Budget: $1,028,215.
- Popejoy Artist Support Spaces project completed in October 2021. Budget: $1,481,154.

Interior Environments

- Executed eleven (11) projects valued at $1.5M in furnishings, fixtures, and equipment (FF&E) and supported the selection and coordination of selected building materials within multiple PDC projects to provide continuity of user experience and UNM branding.

A snapshot of PDC projects as of June 30, 2022 is below:

PDC Projects by Budget Range				
Budget Range	**Number**	%	**Total**	%
Under $100k	78	54.2%	$1,161,306.70	1.08%
$100k-$299,999	26	18.1%	$4,892,935.16	4.56%
$300k-$999,999	21	14.6%	$10,987,662.00	10.24%
$ 1 Million and over	19	13.2%	$90,271,253.86	84.12%
Total	144	100.0%	$107,313,157.72	100.00%

iii. FUTURE PLANS

Ongoing Asset Management

Within the Asset Management Program, PDC will continue to assess and develop systems that manage our physical environment and provide recommendations for our executive leadership. The following tasks are planned or underway:

- **Initiated the Integrated Campus Plan planning process** with comprehensive engagement with all UNM stakeholders. The planning process began in September 2022 and will be completed in 16 months.
- **Developing a comprehensive database** with FM, CSS, and other ISS entities to develop a long-term strategy to integrate data and recommendations from various sources to inform project prioritization and facility investments, guide investment decisions, and update the data received through the FCA with recent investment and maintenance projects.
- **Developing a communication plan related to space management** leadership and policies, so all UNM entities understand the need and benefit.
- **Creating a demolition and relocation plan** that prioritizes, funds, and authorizes the removal of buildings that have exceeded their lifespans and relocation of occupants. Seeking approval for demolition of prioritized dilapidated buildings.

Planning Initiatives

- **Initiating the Strategic Housing Plan** that builds upon the recently completed strategic planning effort to develop a data-driven approach for how best to implement and position the University's Housing in alignment with its overall strategic plan (UNM 2040: Opportunity Defined).
- **Conducting the Campus Safety Plan** to carefully consider community and safety requirements needed over the 20-year horizon focusing on technology, physical barriers/perimeters, and Crime Prevention Through Environmental Design.
- **Conducting the UNM Art Museum Relocation Feasibility Study** to assess relocating the museum's collection of over 30,000 objects (the largest collection in New Mexico) to a more appropriate location that protects the collection, makes it more available for student learning, and community access.

- **Completing the Popejoy 10-Year Plan** to aid Popejoy Hall Business Operations to prioritize projects and seek funding for their implementation with conceptual designs of the visitor and back-of-house areas.

Project Feasibility (Institutional Bonds)
PDC is working with the ISS' Campus Environments and Facilities on securing a total of $125M institutional bonds to fund the upcoming institutional projects: Police Department ($9M), Lobo Welcome Center ($3M), Duck Pond ($4M), Data Center ($9M), Center for Collaborative Technology ($20M), housing ($20M), and parking structures ($60M).

Ongoing Project Development
PDC will continue work on the following large projects in FY23:

- UNM Reserve Officer Training Corps (ROTC) will substantially complete in November 2022 with occupancy in January 2023. Budget: $11,417,379.
- NROTC – Lobo Welcome Center will substantially complete in June 2023. Budget: $6,800,000.
- UNM Gallup's Gurley Hall Vocational Center will complete in May 2023. Budget: $6,405,300.
- UNM Taos Water Tank project will complete fall, 2022. Budget: $2,500,000.
- SRC Stairs Phase 2 will substantially complete in August 2023. Budget: $1,066,851.
- The Center for Collaborative Arts and Technology (CCAT) will begin design in April 2023. Budget: $65M.

Appendix J:

UNM Public Events/ Popejoy Hall

MISSION AND VISION

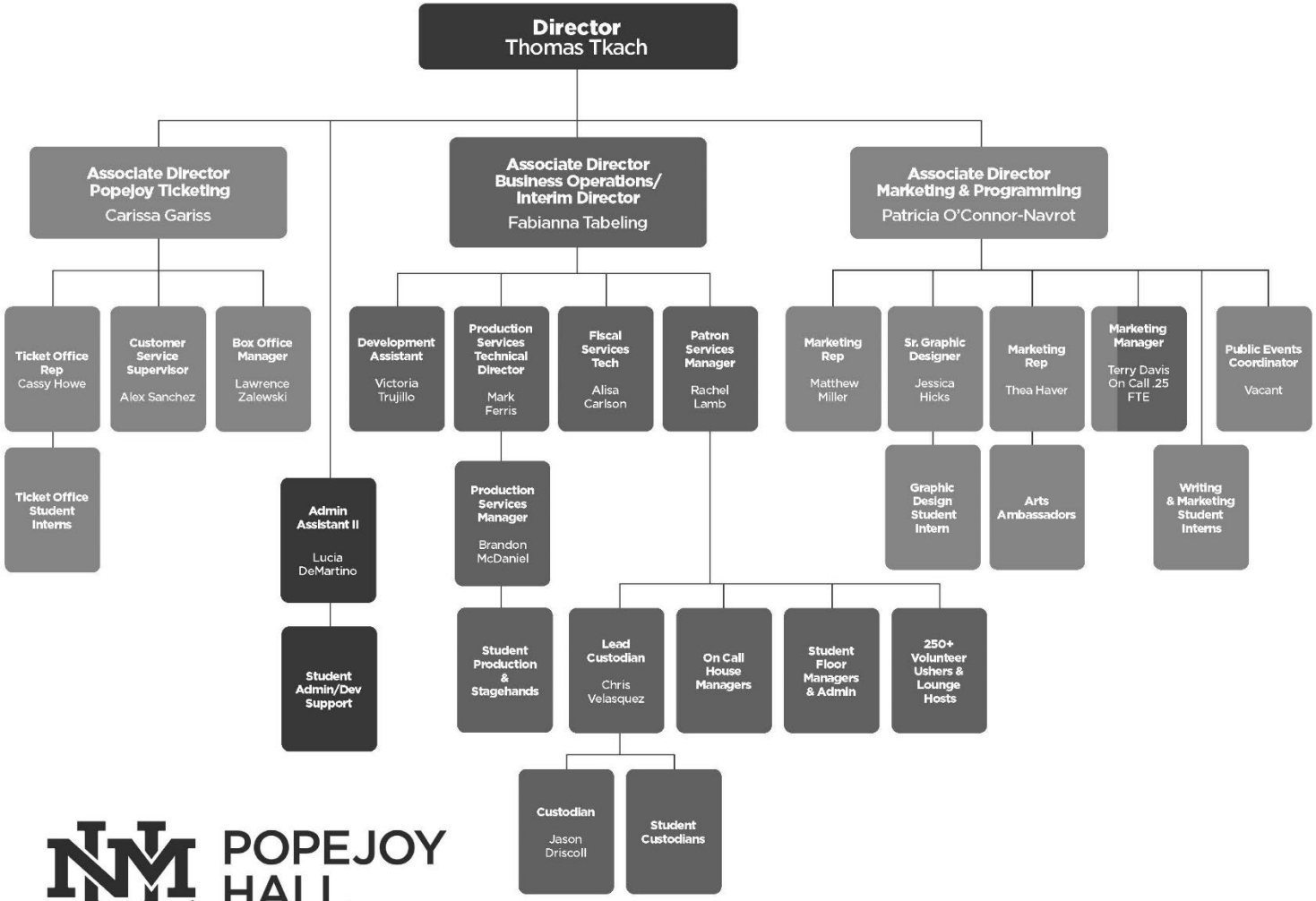
Mission

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



POPEJOY HALL

i. EXECUTIVE SUMMARY

Popejoy Hall's 56th season saw the return of live audiences as the hall was reopened for the first time since March 2020 due to the COVID-19 pandemic. The season provided a unique opportunity for its patrons to experience a variety of productions. A particularly thrilling Broadway season saw weeklong engagements of *Mean Girls*, *Anastasia, Jersey Boys*, and *Come From Away.* A sampling of additional popular programs included: The Righteous Brothers, Mariachi Christmas, The Temptations*, The Great Gatsby,* and The Daily Show Writers. With 45 completed performances total, more than 68,000 patrons attended Popejoy Hall's Broadway and Ovation Series shows throughout the year.

Unfortunately, due to the COVID-19 pandemic, all performances of *Hamilton* were postponed from their scheduled performance dates in January and February 2021 to new dates in May 2023.

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 continues to be the largest contributor towards Popejoy's financial stability totaling $3,800,729.53. Contributed revenue totaled $1,699,894.03, including $590,000 in pledges and $635,000 through the Benefactor program.

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. We employed a total of 19 full time staff members, now including UNM Ticketing Services, during the 2021-2022 fiscal year. In addition to full time staff members, Popejoy employs several on-call staff members and approximately 50 student employees throughout its departments. Additionally, 110 active volunteers provided services to over 100,000 patrons and donated more than 8,000 hours, saving Popejoy an estimated $237,000 in labor costs.

ii. SIGNIFICANT ACCOMPLISHMENTS

After being closed since March 2020 due to the COVID-19 pandemic, Popejoy Hall reopened, presenting 66 productions totaling 103 performances. Additionally, Popejoy Hall held a fundraising banquet on stage in December to support the Excellence Fund. The event was successful in not only raising $57,000 for the excellence fund through table sales, but it also brought new donors to Popejoy Hall as they were invited by Board members to have their first experience at Popejoy.

Development efforts continue to be incredibly successful as we have, for the sixth year in a row, exceeded initial fundraising goals. This year, contributions from donors totaled $1,699,894.03, including major pledges, bequests, and contributions received for the Benefactor Program.

Popejoy was able to secure a Shuttered Venue Operators Grant (SVOG) through the Small Business Administration (SBA) which provided $4,438,514 in funding for a grant period of March 1, 2020 through June 30, 2022. The grant helped support Popejoy and UNM Ticketing operations through the uncertain COVID-19 closures and subsequent reopening of the theater. The grant covered Popejoy and UNM Ticketing payroll and fringe costs, payments to independent contractors such as Stagehands and payments to performing artists during the grant period.

In February 2022, Popejoy initiated a 10-year Feasibility Study to include conceptual design for the renovation of several areas of Popejoy Hall to improve visitor and back of house experience. The project will include a 10-year Facility Plan document that provides conceptual planning guidance, describes priority projects along with phasing recommendations and Rough Order of Magnitude costs. The report is expected to be completed in October 2022.

UNM Ticketing Services merged with UNM Public Events/Popejoy Hall in 2022 rolling up to a single org code. Carissa Gariss was named the new Associate Director of Popejoy Ticketing reporting to Popejoy Director, Tom Tkach. Customer Service operations was also transitioned from Popejoy's Marketing team over to Ticketing and a new Customer Service Supervisor position reporting to Ticketing was created.

With the announcement of long time Popejoy Director, Tom Tkach's retirement, an Interim Director search commenced. After a competitive process, Fabianna Borghese Tabeling was appointed Interim Director, Popejoy Hall effective May 1, 2022. After over 25 years of service, Tom Tkach retired from Popejoy on June 30, 2022.

Some of Tom Tkach's key contributions to Popejoy Hall over his 25 years with UNM include the creation of both of Popejoy's Benefactor Lounges, a comprehensive Feasibility Study/Capital Campaign which resulted in the renovation of Popejoy's public facilities as well as artist support spaces, the start of the Broadway Series and the expansion of Popejoy's Schooltime Series.

Completed Events July 1, 2021 - June 30, 2022

Popejoy Presents – Broadway in New Mexico

Mean Girls (7 performances)..... December 7-12, 2021

Anastasia (6 performances) ..... March 3-6, 2022

Jersey Boys (6 performances)..... April 7-10, 2022

Come From Away (7 performances)..... May 11-15, 2022

Popejoy Presents - Ovation Series

Cirque Mechanics..... November 12, 2021

ABT Studio Company ..... November 13, 2021

The Righteous Brothers ..... November 14, 2021

5 Browns .....December 17, 2021

Mariachi Christmas .....December 19, 2021

Canadian Brass..... January 9, 2022

The Temptations ..... January 13, 2022

Ten Tenors ..... February 19, 2022

Glenn Miller Orchestra ..... February 20, 2022

Disney Princess: The Concert ..... March 10, 2022

MOMIX ..... March 13, 2022

Danú.....March 17, 2022

Sweet Honey..... March 18, 2022

The Great Gatsby ..... March 19, 2022

Macbeth..... March 20, 2022

Bessie, Billie, and Nina .....March 27, 2022

Drum TAO .....April 1, 2022

Peking Acrobats..... April 2, 2022

Daily Show Writers ..... June 11, 2022

RESIDENT EVENTS

New Mexico Philharmonic

Beethoven Fest I ..... September 30, 2021

Beethoven Fest II ..... October 1, 2021

Beethoven Fest III ..... October 2, 2021

Classics II ..... October 23, 2021

Pops I ..... October 30, 2021

Classics III ..... November 20, 2021

Holiday Pops ..... December 18, 2021

Classics IV ..... January 15, 2022

Classics V ..... February 26, 2022

Pops II ..... March 12, 2022

Classics VI ..... March 26, 2022

Pops III ..... April 16, 2022

Youth Concerts (6 performances) ..... April 19, 21 & 22, 2022

Classics VII ..... April 23, 2022

Classics VIII ..... May 21, 2022

UNM Music Department

Wind Symphony ..... September 15, 2021

Orchestra ..... September 23, 2021

Symphonic Band ..... October 6, 2021

Wind Symphony ..... October 20, 2021

AYS Concerts ..... October 26, 2021

Orchestra ..... October 28, 2021

AYS Concerts ..... November 7, 2021

Wind Symphony ..... November 17, 2021

Symphonic Band ..... February 23, 2022

Wind Symphony ..... March 9, 2022

Orchestra ..... March 31, 2022

Wind Symphony ..... April 20, 2022

Symphonic Band ..... April 27, 2022

AYS Concerts ..... May 1, 2022

Orchestra ..... May 5, 2022

AYS Reunion ..... June 12, 2022

UNM Additional Department Rentals

DECA ..... January 11, 2022

College of Nursing White Coat Ceremony ..... February 24, 2022

Greek Sing ..... April 25, 2022

School of Medicine White Coat Ceremony ..... June 3, 2022

Outside Rentals

Shen Yun (2 performances) ..... November 1 & 2, 2021

The Nutcracker Ballet (4 performances) ... November 27 & 28, & December 4, 2021

All State (4 performances) ..... January 5-8, 2022

Gus Dapperton ..... May 7, 2022

Enchantment Awards ..... May 7, 2022

Fishback Recital (3 performances) ..... May 27 & 28, 2022

Dance Dimensions (2 performances) ..... June 3-4, 2022

Scheduled Events Postponed due to COVID-19

Popejoy Presents – Broadway in New Mexico

Hamilton (24 performances) ..... January 25-February 13, 2022

POPEJOY – FACILITY USE DURING FISCAL YEAR 2021-2022

General Hall Usage Statistics:

Total number of events in venue.....65
Total number of performances in venue.....102
Total number in attendance.....100,965

Total number of days with performances/rehearsals.....120
Total number days for technical requirements.....104
Total number of "dark" days with no activity.....141

UNMPE Presentations/Popejoy Presents

Total number of Popejoy Presents events..... 22
Total number of Popejoy Presents performances.....44
Total number of Popejoy Presents patrons.....68,298
Average number in attendance per performance.....1,560
Total number of Popejoy Presents performances impacted by COVID-19.....24

Popejoy Hall Rentals – NM Philharmonic/Outside

Total number of events/NM Philharmonic.....15
Total number of performances/NM Philharmonic.....20
Total number attending/NM Philharmonic.....14,446
Average number attending per performance/NM Philharmonic.....963

Total number of events/Outside.....7
Total number of performances/Outside.....17
Total number attending/Outside.....11,092
Average number attending/Outside.....1,109

UNM Department Usage, Including UNM's Music Dept

Total number of events.....20
Total number of performances.....20
Total number attending.....6,771
Average number per performance.....339

iii. FUTURE PLANS

The 10-year feasibility study results will guide the next ten years of capital campaigning and capital projects at Popejoy Hall. Some of the projects will include a remodel and reworking of the Popejoy Hall lobby space, addition of a Donors' Garden, remodel of the donors' Lounge to improve ADA accessibility, rebuilding of Popejoy Hall loading dock and expansion of back of stage to better serve larger touring productions.

With the Center Stage Banquet held annually to promote and fundraise for the Popejoy Hall Excellence Fund, the endowment has grown allowing Popejoy to use the spending account to enhance programming for the 2022-2023 Seasons and beyond. The funding will help underwrite the costs of a performance allowing Popejoy to bring the best in performing arts to New Mexico.

While Popejoy reopened in 2021 for in person Broadway and Ovation series performances, the Schooltime Series remained virtual. With the return of field trips for K-12 students in 2022, Popejoy is bringing back live in person Schooltime series shows. Virtual shows are remaining an option for most Schooltime Series shows for the 2022-2023 Season if a school or class is unable to attend in person. With the demand for the reopened program uncertain, the 2022-2023 Season was limited to 6 performances. The goal is to expand the series in 2023-2024 and beyond to provide more opportunities for K-12 to experience world class performances at Popejoy Hall and the chance to visit a college campus.

Appendix K:

Real Estate Department

MISSION AND VISION

Mission

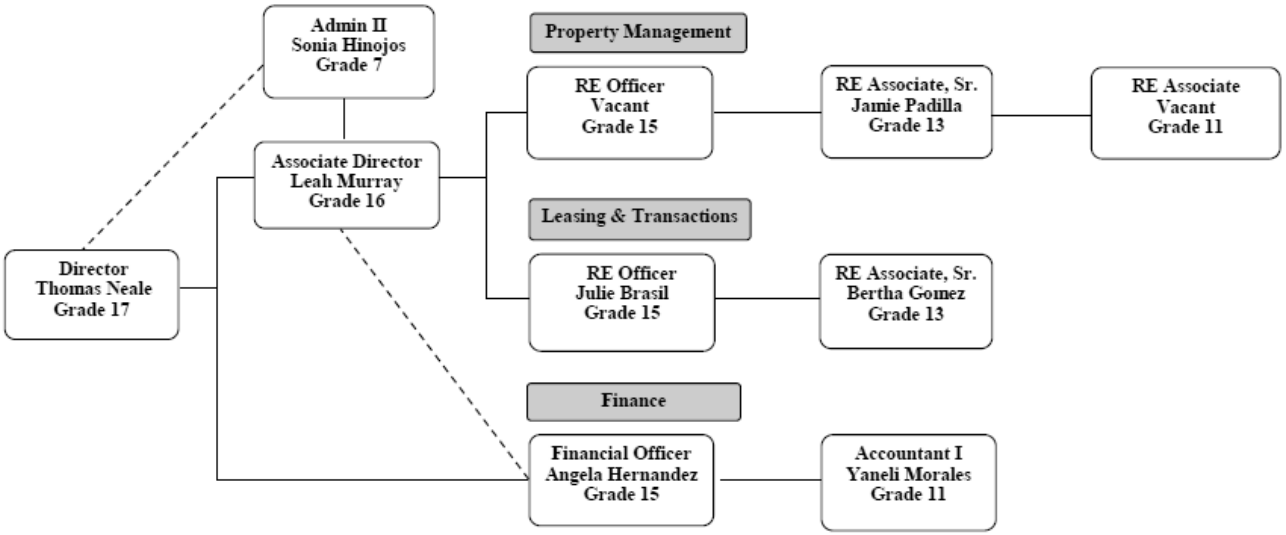
To provide effective, efficient real estate service to University customers that support institutional needs. “Real estate services” relate to leasing, transactions (purchase and sales), feasibility and ‘highest and best use’ analysis, property and asset management, and investment and portfolio management. “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.

Vision

The Real Estate Department is a component of Institutional Support Services (ISS). Our vision is in alignment and in support of the vision of ISS. To establish 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

REAL ESTATE DEPARTMENT



i. EXECUTIVE SUMMARY

The Real Estate Department (RED) provides professional real estate services for all entities of the Regents of the University of New Mexico (UNM) including all academic, research, and administrative departments of Main Campus, the UNM Health Sciences Center, UNM Hospitals, UNM Medical Group, UNM Sandoval Regional Medical Center, and UNM Branches in Taos, Gallup, Los Alamos and Valencia County. In addition, RED provides professional real estate support to the Lobo Development Corporation.

Principal functions of the department include all real property acquisitions/dispositions, property management, and leasing for all entities of the Regents, including lease administration of 233 leases containing approximately 1,228,465 square feet totaling approximately $14,446,569 in annual lease payments. Since 2013, RED has facilitated over $70,000,000 in real property acquisitions and development projects on behalf of Regent-controlled entities.

RED currently consists of eight full-time employees, in addition to senior leadership, one staff member is assigned to property management of over 500,000 square feet of office and R&D space, two are assigned to leasing and real property transactions, and three are assigned to financial/asset management and administration. Two positions are currently vacant.

Annual Operating Budget in FY22:

Administrative Operations	$ 925,441
Assets Under Direct Management	$ 11,207,912
Capital Improvement Projects	$ 434,996
Departmental Debt Service Requirements	$ 1,758,458
Total	$14,326,807

ii. SIGNIFICANT ACCOMPLISHMENTS

- RED is an auxiliary enterprise and is responsible for generating revenue from assets under management to cover operational costs, debt service obligations, and funding commitments to Institutional Support Services. Coming out of the COVID-19 pandemic shutdown and lingering impacts, RED maintained stable occupancy and tenant relations, with a current occupancy rate of 94.8% of assets under direct management. Actual to budget year-end variance was a net gain in projected net income of $279,057.00. Our management team at the Science & Technology Park, also planned and executed critical capital replacement projects across multiple facilities, a total value of $580,000.00.

- In collaboration with Lobo Energy, RED staff completed an assessment of the facilities at the Science & Technology Park, as part of an Investment Grade Audit of South Campus. Which included providing detailed knowledge on buildings, grounds, building infrastructure, and building system conditions. As well as identifying potential energy saving projects, as part of the larger South Campus energy savings initiative.

- During this past fiscal year RED entered a transaction with Central New Mexico Community College, that eliminated the accumulating deficits of the Student Family Housing (SFH) complex at 961 Buena Vista. SFH was at the end of its economic life and renovation was not fiscally feasible. RED successfully sold the property at higher than the appraised market value.

- The Asset Management Program initiated by ISS, included RED as a key stake holder. RED completed the initial phase of inputting real estate documents (deeds, environmental reports, surveys, title commitments, etc.) as data points for the GIS component of this project.

- RED provided professional support to Lobo Development Corporation's efforts to establish a tax increment development district (TIDD) at our South Campus and southern gateways along Central Avenue at University Boulevard and Girard Boulevard. This resulted in the successful creation of the district boundaries and the allocated tax increment from the City of Albuquerque as a funding source for the TIDD.

- Other activities included the ongoing active engagement in partnership with the UNM School of Engineering in the creation of the New Mexico Research Innovation Collaborative at UNM (NMRIC@UNM) with Sandia National Laboratory and the Air Force Research Laboratory. Tasks included preliminary feasibility analysis and cost estimates of the NMRIC@UNM facility.

- RED successfully hired an Associate Director in support of the ongoing succession plan for the department. It is the intent of the Department to fill vacant positions over the next two years to meet the increasing demand for services and provide for continuity as personnel retires or separates from the University. The continuity of institutional knowledge, and through stable staffing has been key to the historic success of the Department. The average tenure of the current staff is 13 years.

iii. FUTURE PLANS

- In partnership with the UNM Special Assistant to the Provost for Laboratory Relations and the College of Engineering, move the discussion of the proposed New Mexico Research Innovate Collaborative (NMRIC@UNM) from concept to a feasible project. The Department will continue to lead negotiations with our national laboratory partners through responses to RFI/RFPs, lease negotiations, financing, and procurement of construction services.

- In partnership with Lobo Energy, determine feasibility of performance contracting and renewable energy at the Science & Technology Park in conjunction with capitol replacement needs, to save energy, reduce our carbon footprint, and assist with long-term financial pro forma budgeting.

- Complete a near-term plan to upgrade the data infrastructure at the Science & Technology Park to replace the aging fiber and data hub. RED will execute the planning, programing, and design phase at an estimated $90,000.00 cost. With a designed shovel-ready project, RED will work towards identifying funding options to implement the construction phase. This project is a crucial component in the execution of the NMRIC@UNM.

- Continue the real property database component of the ISS-sponsored asset management program. By the end of the fiscal year, the Department's goal is to have all property data digitized and attached to the GIS database to facilitate preservation and improved access property related information. Data includes deeds, surveys, environmental reports, acquisition history, and appraisals.

- Further refine and continue the capital renewal plan for assets under direct management, including consisting of building improvements and capital replacement across multiple facilities, including the Albuquerque Institute for Mathematics and Science at UNM (AIMS) at an estimated value of $820,00.00. These projects are key to maintaining functional, healthy buildings and stable occupancy.

- Execute a detailed building condition assessment of the Maui High Performance Computing Center and perform a feasibility analysis with acquisition, leasing, and disposition strategies.

Appendix L:

Residence Life & Student Housing

MISSION AND VISION

Mission

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

Values

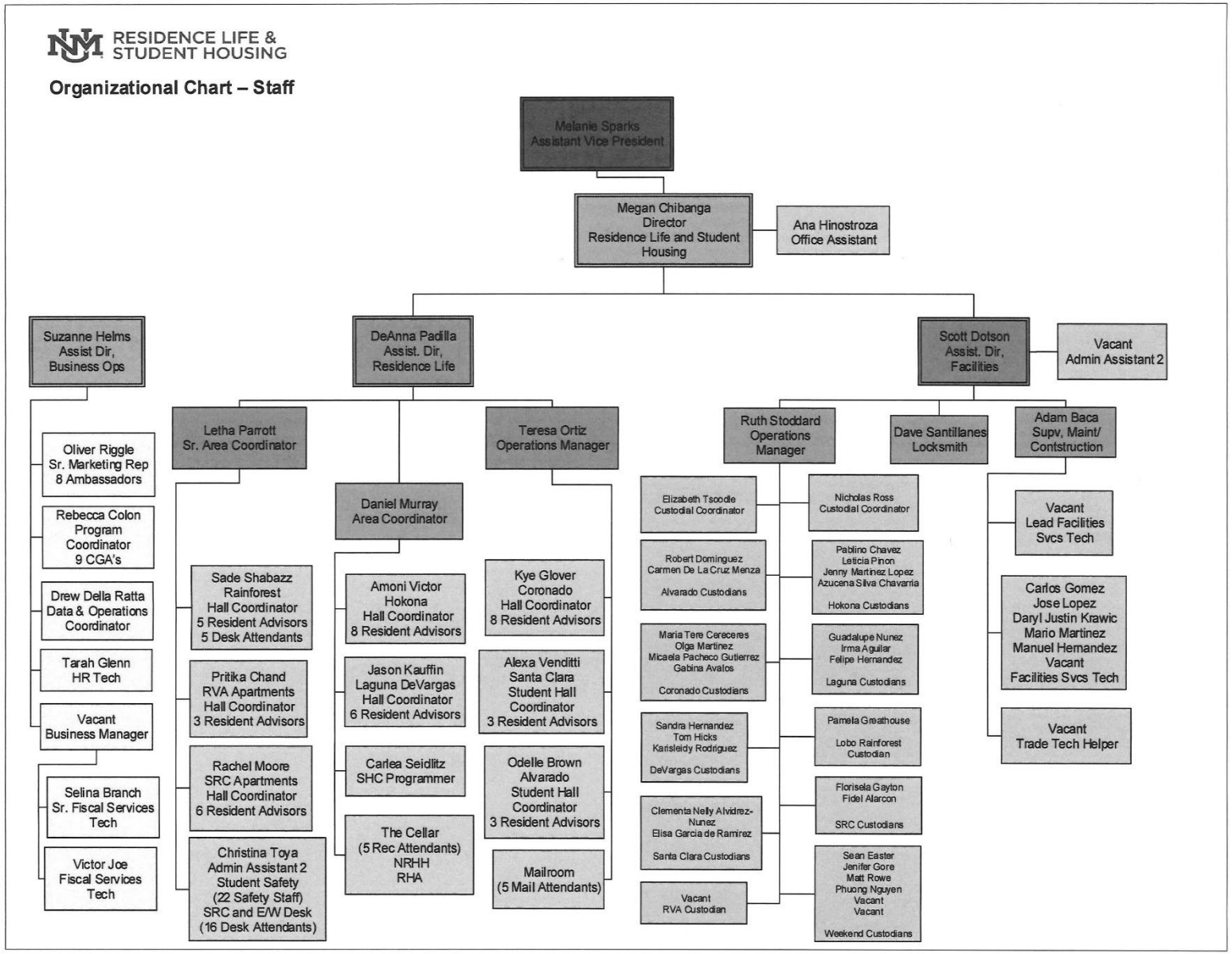
Quality
Through continuous evaluation and student feedback, UNM Residence Life and Student Housing seeks to meet a high standard of excellence within our facilities, services and processes.

Caring
UNM Residence Life and Student Housing strives to create an environment of success for every individual resident. All of our student and professional staff 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 connected to each other, as well as the institution. Residents are encouraged to participate as active and engaged citizens within their living areas.

ORGANIZATIONAL CHART



I. EXECUTIVE SUMMARY

Residence Life & Student Housing (RLSH) approached 2021-2022 with cautious optimism for a fuller return to campus life and a renewed energy to examine the ways to best provide for the student experience coming out of the early days of the COVID-19 pandemic.

RLSH solidified departmental leadership with the naming of a permanent Director, Megan Chibanga, as well as the hire of a new Assistant Director, DeAnna Padilla. The Assistant Directors for Business Operations and Facilities, Suzanne Helms and Scott Dotson, respectively, continued in their roles throughout FY22.

Occupancy in campus housing was higher than anticipated in Fall 2021, and outpaced initial estimates every semester. By summer 2022, occupancy numbers for that term nearly doubled the initial estimation. By term, RLSH had the following occupancy:

- Fall 2021: 1,981 (1,779 Main; 202 Rainforest)
- Spring 2022: 1,820 (1,629 Main; 191 Rainforest)
- Summer 2022: 227

For FY22, RLSH modified budgeting and rate setting practices to anticipate a minimum transfer of $1 million dollars to Capital Reserves to fund ongoing repairs and renovations. As of the end of FY22, due to higher than originally anticipated occupancy, RLSH had a gross revenue for FY22 of $10,559,323 and was able to realize a transfer of $1.57 million to capital reserves along with an increase in general reserves by just over $1 million. The $1 million dollar increase in general reserves will be transferred to the capital reserve fund in FY23.

RLSH saw a substantial increase in capital reserve funding in FY22, due primarily to institutional distribution of HEERF funding to RLSH. We continue to express our gratitude for this funding to offset the lost revenues and use of reserve funding during FY20 and FY21. RLSH also received funding into our capital reserve from the September 2021 sale of Student Family Housing. At the end of FY22, RLSH has a capital reserve of $5,207,958 which can be used to address the ever-growing infrastructure repair and renovation needs among the RLSH facilities.

ii. SIGNIFICANT ACCOMPLISHMENTS

RLSH was able to realize several major accomplishments during 2021-2022, which include:

- Salary improvements as Salary Placement and Equity Tool (SPET) pilot department

- Engagement with Brailsford & Dunlavey
- Capital Improvements: Stairs and Roofing
- Department Communication Improvements ("one university, one department")
- Interconnection to campus efforts to address housing insecurity

Salary Improvements as a SPET pilot department

Through critical evaluation of our practice, RLSH identified salaries as a necessary area for change to maintain high quality and experienced staff within the department. RLSH was able to join the SPET pilot out of Human Resources Compensation to implement better salary offerings in alignment with the individual education and experience that persons bring to their roles. Participation in this program has increased the salary of nearly every employee below at or below a grade 12 within RLSH. While the long-term effect of these changes is not yet realized, we are hopeful that these changes will result in improved staff morale and retention within the department.

Staff who have experienced salary increases or salary offers above the grade minimums have shared that the SPET process has conveyed a sense of value in them as employees and the skills and experience they bring to their roles.

Engagement with Brailsford & Dunlavey

In FY22, RLSH began the process to ask the critical question of how we strategically invest our limited funding resources to maintain and improve our physical facilities in the most meaningful and useful way. Quickly realizing this question was much bigger than one we could answer on our own, through Planning, Design and Construction, RLSH engaged Brailsford & Dunlavey (B&D) to begin to answer this very question.

The work with B&D in FY22 conveyed a fundamental difference in present state and the ideal future for housing and role of housing at UNM. This difference spurred the initiation of a larger scale housing evaluation and assessment to provide RLSH and UNM a clear path forward for reducing the gap between where we are now and where we hope to be in the future.

Capital Improvements: Stairs and Roofing

RLSH, with project management from Planning, Design, and Construction, undertook or finalized three major infrastructure improvement projects during FY22. Addressing major infrastructure issues are imperative to the sustainability of the physical housing spaces on campus. The three projects addressed were:

- Redondo Village Apartments (RVA) Stair Replacement ($990,000) The exterior stairwells at RVA were deteriorating and had become a concern in need of immediate repair. In an unprecedented move for RLSH, two floors of RVA were relocated during the Spring 2021 semester to allow for construction to occur so the construction would be completed in time for hall opening in August 2021. Through management by PDC and the work of ESA Construction, the 9 stairwells in RVA were completely removed from the building and completely reconstructed stairwells were installed. Additionally, the building envelope had changes to include awnings or roofing installed over the newly installed stairwells to better protect the improvements. RLSH wishes to express clear gratitude to the UNM administration for supporting RLSH in this project through the issuance of an institutional loan to be repaid by RLSH over the next 5 years.
- Laguna/DeVargas Hall Roofing Replacement ($768,000)
  Laguna and DeVargas Hall had a complete replacement of the roofs on the buildings due to ongoing leaking which could not be addressed through patching or individual repairs. Again, through management by PDC, the roof replacement in LDV was completed on time and underbudget, which in the current construction climate is no small success! RLSH wishes to express clear gratitude to the UNM administration for supporting RLSH in this project through the issuance of an institutional loan to be repaid by RLSH over the next 5 years.
- Student Residence Center Apartments Stair Replacement ($2.2 million) The Student Residence Center Apartments (SRC) stair repair and replacement has been a substantial undertaking. The 36 exterior stairwells across 12 buildings were deteriorating and had become a concern in need of immediate repair. This project began in December 2021, split into three phases to maintain occupancy in the buildings throughout the construction. PDC's management and the work of ESA Construction has been exceptional every step of the way. From responsiveness to student feedback about work schedules to a complete speed up of phase three to try and reduce impact, this has truly been a wonderful partnership. The SRC stair project should be completed by the middle of FY23.

Department Communication Improvements

RLSH is a large and multifaceted department, and through department level "magic wand" sessions discovered that improved communication would make work easier for folks. This led to a multifaced effort to improve departmental communications internally and externally. RLSH implemented a weekly newsletter style communication which is distributed in English and Spanish; the content of this newsletter is timely, department specific information designed to

share the same information at the same time with everyone. RLSH also launched a monthly all-resident communication at the department level, again to provide consistent information from a single source on some large or impactful items.

Lastly, as Director, I have also made a conscious effort to be communicative with our campus partners about information that I believe they need to know in support of students who may come to them seeking assistance.

These efforts may seem less grandiose than others we engaged in during FY22, but in terms of departmental level impact, these communication efforts have been concrete and tangible efforts that have improved the work experience of our staff, and in some aspects, this can be just as important as the big dreams we work to fulfill.

Interconnection to campus efforts to address Housing Insecurity

In FY22 RLSH made conscious efforts to connect to the various efforts on campus which are working to address housing insecurity amongst UNM students. There are two notable connections established in FY22. The first is with the Dean of Students and Vice President for Diversity, Equity and Inclusion on evaluating the feasibility of emergency or short-term housing for students in need of a temporary space. The planning for this effort has demonstrated there is logistical feasibility, but enaction will take institutional infrastructure and funding commitment to meaningfully implement this effort. Secondly, RLSH has connected with the UNM Basic Needs Taskforce to look at the ways the campus housing infrastructure can be part of the solution to addressing housing insecurity amongst UNM students. RLSH is committed to continuing to engage with efforts to address housing insecurity as they arise or develop further.

iii. FUTURE PLANS

RLSH future efforts are aligned with the UNM 2040: Opportunity Defined goals. In order of the 2040 goals most represented in the efforts RLSH is undertaking, here is what RLSH is working towards.

Goal 2: Student Experience and Educational Innovation

RLSH is looking toward objectives 4 and 5 specifically with two primary drivers to realize those contributions. RLSH has a robust Living Learning Program (LLP) which has the capacity to scale and upsize to truly connect the in and out of classroom learning experiences. Within the LLP the residence halls can become a learning laboratory and connect students to one another and to the future possibilities of their specific interest area. Capitalization on the foundation of our current LLP through a stronger connection with Academic Affairs will improve the overall experience and outcomes of the program. Secondly, RLSH has a self-

developed programming model to guide and drive the learning goals within the residential experience. The learning goals within the programming model emphasize connection to the community and the act of learning as an everyday endeavor which is not limited to a classroom space.

Goal 3: Inclusive Excellence

RLSH's mission is "To foster inclusive, community-based living environments consciously designed for our residents' personal growth and academic success"—inclusivity is the first tenant of our mission because we believe it is a fundamental necessity to the growth and development of whole persons. RLSH will always focus on the interpersonal efforts to build the communities which are welcoming and affirming to all, but in the immediate future, RLSH will be focusing on physical improvements to the residential buildings to improve and enhance access to the physical space. RLSH hopes to make meaningful improvements in FY23 to Santa Clara Hall, and to use the information gathered in that project to inform next works.

In addition to physical space improvements, RLSH plans to do a full review of our digital space to assure we are presenting information, which is clear, concise, and easily navigated and understood by first generation students and families. RLSH is also examining the possibility of providing major departmental documents or marketing materials in English and Spanish to increase access.

Goal 4: Sustainability

RLSH is fully engaged in works directed at objectives 5 and 6 specifically. RLSH is in the first full year of a complete budget redesign and has every intent to continue to move forward with this endeavor. Accompanying the redevelopment of our departmental budgeting process is an ambitious 10-year calendar to drive space planning and decision making related to capital improvements.

Finally, RLSH is immersed in a housing planning effort with B&D which is set to conclude in January 2023. This thorough and comprehensive effort will be used to determine resource allocation over the coming years to address the backlog of facility improvements which are necessary to provide for the best possible housing experience at UNM.

Appendix M:

Staff Council

MISSION AND VISION

Mission

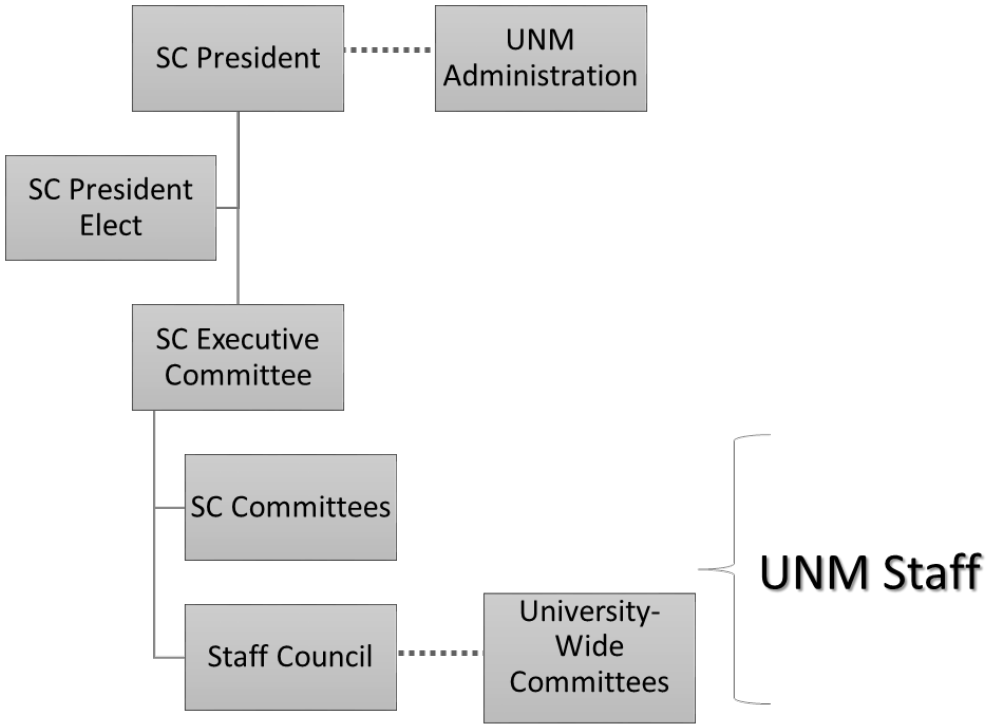
Staff Council nurtures leadership, education, advocacy, diversity and service by:

- 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



**Staff is non-bargaining unit staff*

i. EXECUTIVE SUMMARY

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 other administrators 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 initiatives enabling the engagement of constituents and administration to help make effective institutional changes to improve the quality of life for staff. These activities are not limited to but include:

- Staff engagement and leadership opportunities through Staff Council Committee participation
- Increased partnerships through campus-wide committee representatives and liaisons
- Representing constituents through communication with administration, and finding answers to questions staff send to the Staff Council Office, the Executive Committee, and/or their representatives
- Highlighting the many UNM Staff contributions to UNM through continued award programs
- Collaborating with UNM stakeholders in efforts aimed at improving UNM Staff well-being

This year, the Staff Council was back in the swing of things with Staff Appreciation Week, which offered several in-person and virtual engagements, and the always popular Staff as Students Spring event which was held in the SUB. The Council currently has twelve committees, having had one disband in August (Councilor Feedback) and having a new committee created in September (Environmental Sustainability). All committees have a separate and specified charge that is voted on by the full council.

New initiatives include the upcoming Mental Health Awareness Day, a collaboration between SHAC, the Dean of Students, Staff Council, and Employee Wellness; potential participation with the new Wayfinder Project, the Juneteenth resolution; Staff as Grads event; and, process improvements focused on accessibility and inclusivity.

All Staff Council Initiatives are brought forward via an Event Request Form that is either voted on by the Executive Committee or the full Council, depending on the level of funding requested. If there is no funding requested the requester may choose to bring it to either.

In addition to new initiatives, Staff Council continues to support our staff with programs such as Staff as Students, Staff Success Days, Parliamentarian Training,

Brown Bag Lunch and Learn Presentations; and award programs like PAWS, Outstanding Supervisor, and Gerald W. May.

Budget Summary

We are currently in the process of moving the Staff Council indices to their new home within org code 413A to more easily separate finance reports from 816A. These new indices should be in place for FY23 mid-year reviews.

The Staff Council General Activity index (816000) received an allocation of $109,800.00 and had a small deficit of ($9.09). I reduced the FY23 budget to compensate for the deficit.

The Staff Appreciation index (816006) received an allocation of $31,000 and had a carryforward of $20,024.67. While we have begun planning more in-person events, we are not yet back to the same number of in-person events as we were before COVID-19. These reserves are listed in the Confirmation of Response (COR) for new staff appreciation initiatives.

The Supervisor's Award Program index (816010) was funded with a total of $4,000; $1K each from the Office of the President, Provost, Chancellor, and Senior VP for Finance & Administration, and had a carryforward of $1,793.57. These funds may only be used for the award program.

The Gerald May Recognition index (816011) is funded with $10,000 annually from the Staff Council General account (816000), had a carryforward of $3,063.23. These funds may only be used for the award program.

ii. SIGNIFICANT ACCOMPLISHMENTS

- Resolution 2022 #1 - Designate June 19, Juneteenth National Independence Day, as an Official UNM Holiday

- UNM Staff as Grads - An event that recognized UNM full time staff who completed a degree program between 2020-2022 with a reception that included guest speaker President Stokes. Graduates received a specialty lapel pin, a certificate, and photo opportunity with President Stokes (Attachment A).

- Internal process improvements for inclusivity: Accessibility of digitally distributed information including the use of accessibility checkers for flyers, pdfs, and images used in email transmission and web applications; updating Bylaws to use gender neutral language to be inclusive of non-

binary and transgender staff by removing specific references to he/she and his/hers.

- Several continued opportunities for our councilors and committee members to learn more about how to better engage in inclusive behavior in professional settings. These opportunities include(d):

    - Registration for the 2022 Equity Summit
    - Registration for the 2022 New Mexico State Association of Parliamentarians SMART Meetings
    - Ongoing "Ten-Minute Tidbits" on a monthly basis that focus informational presentations with emphasis of having everyone's voice heard, valued, and respected.
    - Free Series presented by professional registered parliamentarian, Adam Hathaway, tailored to Staff Council focusing on topics brought forward by Councilors (Attachment B).

- Staff Appreciation Week which included an endcap event "Lobos at Isotopes" on May 27, 2022 where staff received discount tickets, baseball bucks to spend at the game, and Staff Council President, Amie Ortiz, throwing out the first pitch. The week was a collaboration with New Mexico United, UNM Art Museum, UNM Draft & Table, UNM Employee Wellness, Lobo Cinema, UNM Food, and Albuquerque Isotopes; and we could not have had such a success without the support from Student Activities Center – Events & Planning, Facilities Management, and UNM Parking & Transportation Services (Attachment C).

iii. FUTURE PLANS

- Advocate for increased access to mental health for staff, and helping staff learn about and engage with the resources that we have through UNM. Staff Council President Ortiz is a strong advocate for increased access to mental health for staff and, collectively, Staff Council is taking steps to support the goal:

    - Participating in and providing financial support for the upcoming Mental Health Awareness Day (a collaboration between SHAC, the Dean of Students, Staff Council, and Employee Wellness)
    - Increasing awareness of resources like UNM's Mental Health Resources by promoting in the weekly news to all staff
    - Bringing stakeholders and professionals in this and related fields to monthly Business meetings and Brown Bag presentations. Upcoming presentations:

        - Brown Bag: “Impostor Syndrome – How to See Yourself as a Caple Person” by Dr. Yadeeh Sawyer (Grade 12 Councilor)
        - October Business meeting demonstration of Tao Connect, an online therapy assistance tool (free for UNM staff and students), by Leah Adent, UNM Employee Wellness Health Education Consultant
    - Working with Dr. Liz Hutchison (presented at the September 2022 Staff Council Business meeting), Associate VP Division for Equity and Inclusion on finding a potential role for Staff Council with the new Wayfinder Project

- Dedication towards helping staff understand their role, rights, and responsibilities regarding changes in UNM Policy through: regular meetings between the Staff Council President and Director of the Policy and HR Offices, engaging those leaders with councilors and committee members at business meetings to talk about changes that come up for review, what they mean, how they affect staff, and how to participate in the process in a productive, respectful manner.
- Continued commitment to staff two-way communication of workplace issues, communicating available resources, vocalizing concerns with UNM leadership and administration, and strategizing potential solutions across the broader UNM Community.
- Advocacy and continued support of staff in pursuit of education through the bi-annual Staff as Students events, in collaboration with Enrollment Management, where staff get priority registration to help accommodate their work schedules and have class fees waived.

Continued recognition of individual staff and improved morale through our PAWS awards, and our annual Outstanding Supervisor and Gerald W. May Staff award programs.

POLICE DEPARTMENT

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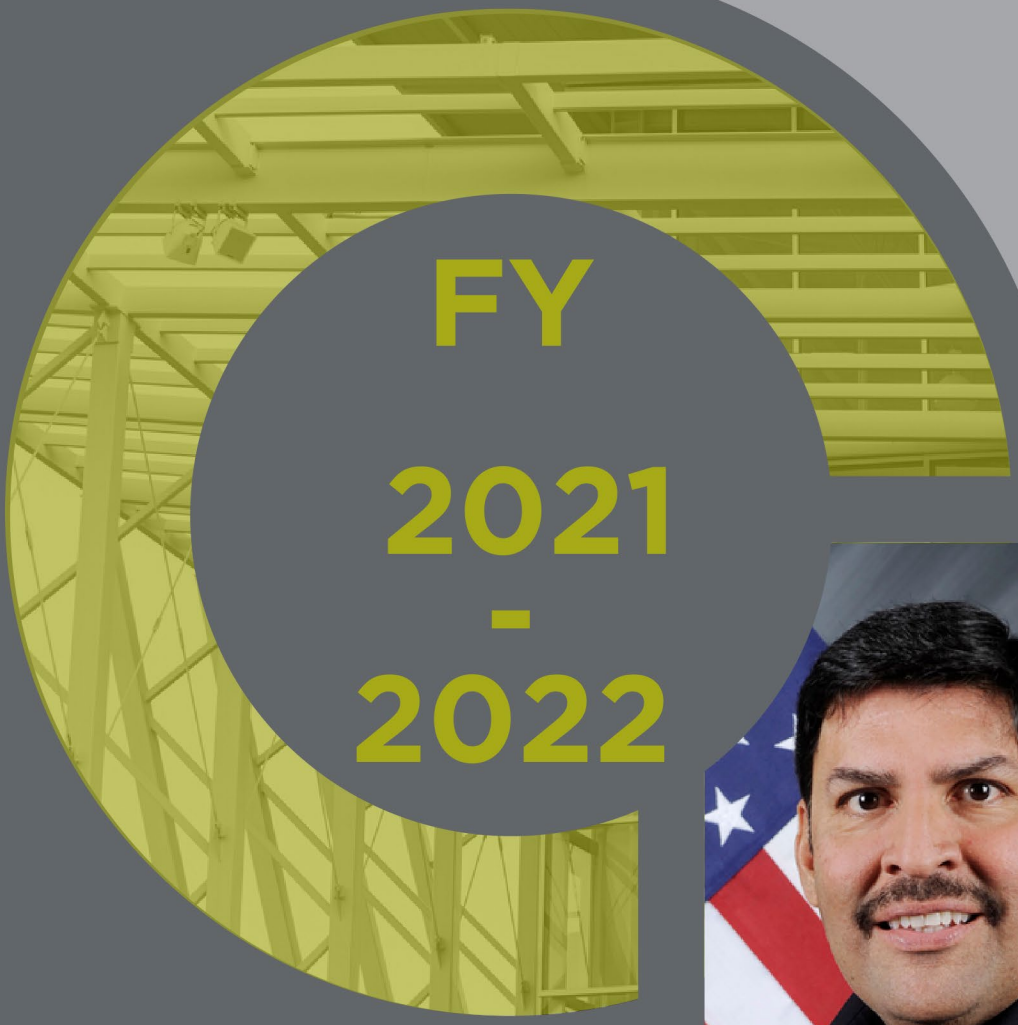


FY 2021 - 2022

CHIEF OF POLICE

Joseph Silva

MISSION AND VISION

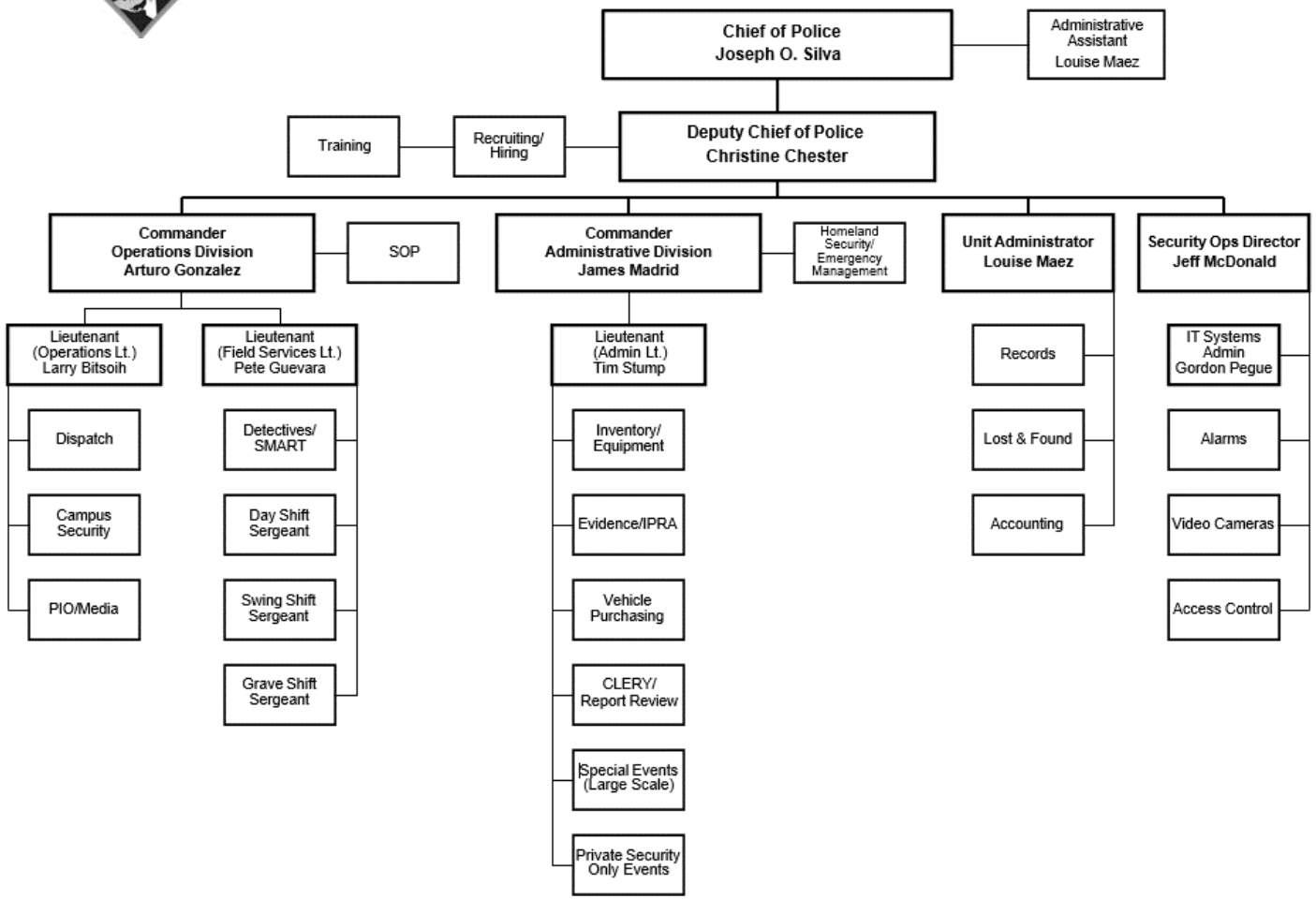
Mission

To provide the University of New Mexico 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 a positive interaction with outside agencies and maintain a strong, cooperative relationship with the community by respecting differences and fostering a better understanding.

Vision

To provide the highest level of service and protection to our campus through the highest professional ethics, performance and personal commitment to ensure a safe place for the campus community to learn, work and grow together.

ORGANIZATIONAL CHART



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i. EXECUTIVE SUMMARY

The University of New Mexico Police Department (UNMPD) had an operating budget of $5,137,051 for FY22. Labor expense accounts for 95.8% or more of the total operating funds for UNMPD. Overtime expended in FY22 was $144,971. There were no budget adjustments for this fiscal year.

The most significant issue that the Department faced during the fiscal period was developing competitive compensation packages for both police officers and dispatchers. We will continue to be challenged to recruit and retain quality police officers and dispatchers as the larger police departments continue to increase their pay and benefits. However, we made significant strides in our recruitment efforts hiring five (5) new officers within this past fiscal year with four (4) more candidates in the final process for hiring this fiscal year. We were also able to get approval to increase our staffing for police dispatchers and are in the process of recruiting and hiring potential candidates for the additional six (6) positions.

We are constantly evaluating emerging technology to assist us in being more effective in our mission to protect and serve our community. Over the past few years, it has become very apparent that our current records management system is definitely an antiquated system, which is unable to meet our growing needs. Basic reports for crime reporting and analysis are practically nonexistent and regularly raw data has to be manually sifted through and manually processed to get any useful information that could be helpful in effectively identifying crime incident patterns and trends, including meeting reporting requirements under the Clery Act. However, we have identified technology currently in use by partnering law enforcement agencies that could provide us with better reporting capabilities and real-time data and crime mapping that could dramatically impact the allocation of our resources in identifying the drivers of crime in our community.

One of the most notable technological successes over the past year was finalizing an agreement with the NM Department of Transportation to access Traffic and Criminal Software (TraCS). This allows officers to accurately complete Uniform Traffic Citations, Uniform Crash Reports, Offense/Incident Forms, Tow Sheets, and other supplemental forms.

All the efforts instituted above provided a means to better respond to the safety and security concerns of the campus. However, more work is needed to develop strategies that will better position the Department for the changing climate of policing. The department responded to 28,974 calls for service, which was approximately a 27.76% increase from the last fiscal year. In the past fiscal year, at least 15 letters of appreciation were received expressing appreciation for our department as a whole and for individual officers, dispatchers, and other police staff who were recognized for their outstanding efforts, including participation in

RA training. One formal citizen complaint was received by UNMPD during this fiscal year.

ii. SIGNIFICANT ACCOMPLISHMENTS

- **Staffing**: Police dispatchers are vital to UNMPD's operation and response to calls for service. Accordingly, approval was granted through the internal budget process to increase the staffing of our Police Dispatcher positions by six (6). Also, an evaluation of the dispatcher duties was conducted over the previous fiscal year, and it is apparent that we are short-staffed, especially during critical incidents and when unplanned absences occur. We also have expanded the role of the dispatchers by incorporating the use of the video surveillance camera system in their daily duties and having an additional dispatcher on each shift. This incorporation of the video surveillance system will be more effective in providing valuable information quickly – in real-time. Still, one of the challenges we continue to face in expanding our Dispatch Center staffing appertains to a nationwide shortage of police dispatchers. Considering this shortage, a pay increase of 5% in addition to the standard staff raises was approved this past fiscal year. This should position us more competitively in this market, especially being that historically our police dispatcher's salaries and benefits have not kept pace with the local market.

- **Technology**: Continuation of the evaluation of emerging technologies such as automatic license plate readers (ALPRs), gunshot detection systems, and the use of drones can be of assistance to proactively identify unlawful activities on campus through these virtual gateways. UNMPD evaluated the capabilities of crime reporting, crime mapping, and other data capabilities within our current records management system. Our assessment identified inadequacies within our current system. The cost to upgrade this system to meet our needs and expectations is excessive, especially considering that the capabilities needed should meet or exceed the current industry standards of any basic police records management system. Throughout this process, we identified another technology (Mark43 RMS) that appears to not only meet our needs but will also have connectivity with other partner law enforcement agencies within the metro area. Initial evaluation of the system shows that not only will this technology assist us in providing real-time data but will also provide a standard reporting system that appears to be effective in identifying crime incident patterns and trends. We also finalized an agreement with the NM Department of Transportation to access Traffic and Criminal Software (TraCS) and are in the implementation phase of this project.

- **Update equipment/furnishings**: We were able to replace all our current portable and car radios with newly updated radios utilizing monies from a grant awarded to the City of Albuquerque. The new police radios are utilizing the same platform and frequency capabilities as the Albuquerque Police Department. We were also able to replace and remodel the Briefing Room for use by police officers through funding from UNM Health and Health Sciences. The outdated Briefing Room had worn and dysfunctional furniture, computer workstations, printer, and mailboxes. We purchased three (3) new laptops for our patrol vehicles and replaced old docking stations in six (6) police units to accommodate the new laptops. In addition, we installed automated external defibrillators (AEDs) on both floors of the police department along with access control for the building, which includes intercoms, video cameras, and automated door entry systems.
- **Community Engagement**: Continued to work on strategies to engage members of the community to address not only public safety concerns but also build better relationships. UNMPD bolstered and strengthened its partnership with the Albuquerque Police Department with increased operations in both the Nob Hill and Brick Light Districts to address crimes and community issues that affect both agencies. UNMPD is now an active participant in what is currently being announced as a "Regional Real Time Crime Center". Weekly meetings are held where issues and concerns are discussed and presented in a round table discussion platform affecting many agencies. Solutions are presented along with resources required for resolution. UNMPD also participated in several new student orientations, RA trainings, and numerous safety presentations around campus, including presentations for International Student Orientation, Dental Program, UNM Business Center, and students at Domenici Center.
- **Training**: UNMPD personnel attended over 968 hours of advanced training. Some training worth mentioning included basic crime scene specialist training as well as a Detective Academy hosted by the Albuquerque Police Department. With this training, our officers are able to process their own crime scenes for evidentiary purposes. UNMPD detectives received updates on law enforcement best practices and were educated on advanced investigative processes. We also had two command staff personnel attend an internal affairs conference and certification course. This training provided participants with a better understanding and best practices for conducting internal affairs (IA) investigations. Also, our Security Operations Director completed two comprehensive courses and received certifications in Crime Prevention Through Environmental Design (CEPTED). This training will be invaluable in conducting security

assessments throughout campus and providing input in the planning stages for new and remodel projects.

iii. FUTURE PLANS

- **Staffing**: Recruiting qualified applicants remains a nationwide challenge. The larger police departments in the metro area are constantly recruiting experienced officers away from smaller departments like UNMPD, which had a dramatic adverse impact on our experienced officer applicant pool during 2021-2022. Consequently, we have now adjusted our recruiting efforts to primarily hiring applicants with little to no experience. In March 2022, we conducted a survey of our currently employed police officers to gather information about retention from their perspective. Overwhelmingly salary and lower health insurance costs were at the top of the list. Moreover, the most common response given for potentially leaving UNMPD was higher salary and benefits. Consequently, recruiting and retention strategies will need to be updated to ensure that we stay competitive with the local market. Also, an evaluation needs to be conducted to determine if our current staffing is meeting the needs of the community. This past fiscal year calls for service dramatically increased by 27.76%.

- **Basic Police Training/Police Dispatchers:** We have had a very successful partnership with the Central New Mexico Law Enforcement Academy (CNMLEA) in training our police recruits. CNMLEA is accredited by the New Mexico Law Enforcement Academy as a regional/satellite academy. For the coming year we will be sending our police dispatchers there exclusively for their certification training, which should be more cost effective and convenient than sending them to the NMLEA in Santa Fe.

- **Technology**: Secure monies for the Mark43 RMS. One of the strengths of this technology is the cloud-native platform, which allows for upgrades and enhancements at no additional costs. More importantly, this platform will allow us to leverage a more effective data driven system that will provide us better information on problematic areas on campus. Also, exchanging information with other local police departments using this technology is a plus for our department, especially in following up with criminal investigations and seamlessly gathering information together from similar crimes in the metro area. Although we were able to secure some funding for the replacement of cameras listed by Federal Government as a National Security Risk, funding will be needed for the replacement of the rest of the cameras on this aforementioned list to be in compliance with the National Defense Authorization Act. Furthermore, an MOU will be finalized for the migration of IT services within UNMPD to central IT (UNMIT).

- **Update equipment/furnishings**: We still need to replace approximately fifteen (15) X-26/X-26P TASERS to the new X2 TASERS. Since TASERS are a high dollar item, we will plan on incrementally replacing outdated TASERS in order to avoid adversely affecting our operating budget. We will also be asking UNM Health and Health Sciences for funding to update our outdated training room, which is also used as an Emergency Operations Center.
- **Community Engagement**: Continue to work on strategies to engage not only members of the community but also our partners surrounding our campus to address not only public safety concerns but also quality of life issues as well. Also, we intend to include more members of the university-wide community in problem-solving, especially by participating in the Nob Hill/UNM Public Safety Project ECHO, Downtown ECHO, and the Alcohol and Mental Health ECHO. The opening of a "mini-police substation" (mini-sub) expresses UNMPD's commitment providing services with an emphasis on proactive measures and minimizing the need for reactive responses. The mini-sub will be centrally located at the Student Union Building. This substation will provide a location where UNMPD personnel can continue to have positive interactions and partnerships with not only students but also with staff and faculty. This location will afford police personnel an opportunity to answer questions, present agendas, and provide updates to interested persons at a venue that may be observed by many. In-kind, the Assist ASUNM and GPSA will establish UNM's first-ever Peer Escort Service, which will provide students with escorts around the main campus, especially after the current shuttle service hours.

POLICY OFFICE

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FY 2021 - 2022

POLICY OFFICER

Sidney Mason Coon

MISSION AND VISION

Mission & 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

In fiscal year 2022, the Policy Office continued its commitment to process improvement by publishing a new Policy Process Flow Chart and a Policy Request Form to the Policy Office website. In the spirit of process improvement, the Policy Office formalized operations of the Policy Review Committee, a committee comprised of representatives from various policy user groups, designed to review and assess new policy proposals and policy revisions submitted to the Policy Office.

In addition to the list of substantive policy revisions in a subsequent section of this report, many University Administrative Policies and Procedures (UAP) draft recommendations were under committee or taskforce discussion and review at the end of fiscal year 2022. A small sampling of these include a new policy on Remote Work, and major revisions to UAP such as Travel, Conflicts of Interest, Code of Conduct, Foreign Influence, Consensual Sexual or Romantic Relationships, Video Security Systems.

The Policy Office continued to make progress with the backlog of both required and desired policy revisions that stemmed from a long-term vacancy of the University Policy Officer position, including numerous minor policy changes that did not require constituent or full-campus comment.

The Policy Office's fiscal year 2022 I&G Original Base Budget Allocation was $153,604 with a prorated Non-Recurring Pooled I&G Budget Allocation of $1,009, resulting in a Final I&G Budget Allocation of $154,613. The Policy Office has a lean administrative budget, with the majority of expenses allocated for personnel costs. The remaining expenses are comprised of general administrative costs such as shared copier rental, office supplies and equipment, website maintenance, and professional development.

ii. SIGNIFICANT ACCOMPLISHMENTS

In fiscal year 2022, the Policy Office partnered with UNM IT to build and implement several tools to assist with the organizational needs of the Policy Office. Based on unique institutional needs, and modeled after other custom-built UNM systems, UNM IT developed a policy management system that would track the policy process from initial request to final policy approval. The new policy management system includes a Policy Request Form that can be submitted by authenticated @unm.edu users, and will capture important information within the form in an email to designated users. The Policy Request Form was implemented at the request of the Policy Process Improvement Team that was instrumental in

providing recommendations on the new policy process flow. The Policy Request Form is being updated to allow for submission by authenticated @salud users and will be re-published to the in Fall of 2022.

Of significant accomplishment in fiscal year 2022, was the formalization and implementation of the Policy Review Committee (PRC), a committee comprised of representatives from various policy user groups, designed to review and make recommendations on new policies and policy revisions. The PRC was in operation for the majority of the fiscal year, and proved to be of tremendous value in the revision of several University Administrative Policies.

University Administrative Policies and Procedures (UAP) and Regents' Policy Manual (RPM) substantive revisions made during fiscal year 2022 include:

- UAP 2240 ("Respectful Campus")
- UAP 3225 ("Separation of Employment")
- UAP 3415 ("Leave With Pay")
- UAP 3435 ("Inclement Weather")
- RPM Maintenance of the Regents' Policy Manual
- RPM 1.2 ("Structure of the Board of Regents")
- RPM 1.5 ("Appeals to the Board of Regents")
- RPM 1.6 ("Special Recognition and Awards")
- RPM 1.8 ("Regent Code of Conduct and Conflicts of Interest")
- RPM 7.4 ("Purchasing")

Policy Office Professional Development and Community Engagement:

- EEOC Listening Session – The Future of Equitable Workplaces (Sept 2021)
- Society for Human Resources Management National Conference – Delayed due to covid-19 (Online, Sept 2021)
- Code of Conduct Webinar: "Is Your Code of Conduct Ready for the New Normal?" (SAI360, Nov 2021)
- New Mexico Transfer Summit (Mar 2022)
- Association of College and Univ Policy Administrators Annual Conference (ACUPA, April 2022)
- Society for Human Resources Management National Conference (June 2022)
- "Revisiting the Equity Lens: What Happens After Implementation?" (ACUPA, June 2022)

iii. FUTURE PLANS

In 2023, the Policy Office plans to create a university-wide Policy Equity and Inclusion Taskforce that will apply an equity and inclusion lens to its review of all existing University Administrative Policies for possible disparate impact on our UNM community members. The taskforce will make recommendations to process owners on suggested revisions to better our policies from with equity and inclusion perspective. Because there are approximately 200 policies that will require review, the Taskforce will set a target number of policies for each review cycle, fully understanding that this will be a long-term project. In order to establish an equity and inclusion lens to policy development, the Policy Office will also recommend adding a member to the Policy Review Committee with existing equity and inclusion responsibilities in their current role at UNM.

In the coming fiscal year, considerable work is planned for both major revisions and routine maintenance on University Administrative Policies. Proposed policy revisions and new policy requests stemming from the recommendations of the eleven (11) subcommittees of the President's Ethics Taskforce are under review by the Office of the University Counsel, and should be available for the Policy Office to begin work on these in 2023.

The Policy Office will continue its audit of administrative detail in both the University Administrative Policies and the Regents' Policy Manual, to include administrative titles, department names, stylistic inconsistencies, typographical errors, last revision dates, broken URL links, and corrections or adjustments made where appropriate.

With the assistance of the new policy management system (in final stages by UNM IT), the Policy Office will formalize a systematic review cycle of all University Administrative Policies, whereby each policy will be reviewed and authorized by policy owners on a regular basis, beginning with those that have not been revised in several years.

Lastly, the Policy Office will continue to collaborate with the Office of the University Secretary on policy alignment between the University Administrative Policies and the Faculty Handbook, aligning with the Regents' Policy Manual when discrepancies are identified.

OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION