



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

2021 ANNUAL REPORT

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OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION





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VICE PRESIDENT FOR FINANCE
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A MESSAGE FROM THE SENIOR VICE PRESIDENT FOR FINANCE AND ADMINISTRATION



I am pleased to submit our annual report for the fiscal year 2021. The University of New Mexico continues to strive to maintain a strong and sustainable financial position. Over the past year, and a continuance from 2020, the University of New Mexico has

weathered a series of financial challenges brought about by the COVID-19 pandemic and statewide economic challenges. Even during this tumultuous time, we continue to make progress by adapting to an ever-changing environment. Over the past few years there has been much unpredictability on various levels, and the members of the Senior Vice President for Finance and Administration (SVPFA) team remain optimistic and committed to carrying out UNM's mission. This annual report highlights our many notable accomplishments and also outlines our significant future plans for 2022.

Our annual fiscal cycle began on March 9, 2020 with the Board of Regents approving tuition and fee rates. Specifically, they approved a 2.6% base tuition increase plus an adjustment on the undergraduate resident 15-hour block tuition discount by reducing the discount to \$400, adding a 5% tuition increase for undergraduate non-residents, and increasing the graduate block tuition rate by \$455. They also approved combining the graduate \$35 premium with the base graduate tuition, and combining the dissertation base, dissertation premium, and dissertation differentials into one flat rate of \$1,181. Various adjustments were also made to the tuition and fee block ranges, as well as a 7.77% mandatory student fee increase. State appropriations for Main Campus operating increased by \$14.8 million or approximately 7.2% for 2021. The legislature also approved a 4% compensation increase for higher education. In addition, there was an increase in the minimum wage rate in January 2021 to \$10.50, a 4.9% increase in group health insurance, increases in other must fund costs, and the funding of

new initiatives in I&G. However, due to the COVID-19 pandemic, a special session of the New Mexico legislature was called in June 2020, and it resulted in a reduction in state appropriations. The Main Campus and Branch state appropriations were reduced by \$24.9 million, a roll back in the 4% compensation. At the time, student credit hours were projected to go down by 10%. Therefore, department budgets were reduced.

During 2021, the University received federal CARES ACT Higher Education Emergency Relief Fund (HEERF) awards for student emergency aid and institutional needs as a result of the COVID-19 pandemic. The first of two HEERF awards received during this fiscal year was the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) award. A CRRSAA student emergency aid award of \$8.6 million and a CRRSAA institutional need award of \$24.5 million were received. The \$8.6 million for emergency student aid was disbursed directly to over 7,000 eligible students. The majority of the \$24.5 million award for institutional needs was used to reimburse those departments financially impacted by the University's COVID-19 limited operations. The departments with the largest loss of revenues were Athletics, Dining and Food Services, Parking and Transportation Services, Student Housing, and the University Bookstore.

The second HEERF award received during fiscal year 2021 was the American Rescue Plan (ARP) award of \$27.8 million for student emergency aid and \$26.5 million for institutional needs. A \$15.9 million portion of the ARP institutional needs award was used prior to June 30, 2021 to reimburse departments for continuing lost revenue due to the COVID-19 pandemic. The student emergency aid was disbursed directly to eligible students in early fiscal year 2022.

We hope you enjoy reading and learning about the SVPFA's divisions and about our strategic efforts to advance UNM in its overall mission and goals.



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2021

Carla Domenici Prando
Director Strategic Initiatives

Teresa Costantinidis
Senior Vice President
for
Finance and Administration

Canissa Martinez
Manager
Division Support Services

Denece Kesler
Center for Occupational &
Environmental Health
Promotion

Sidney Mason-Coon
Policy Officer
Policy Office

Casey Hall
Director
Environmental
Health & Safety

Dorothy Anderson
Vice President
Executive Director
Human Resources

Duane Arruti
Chief Information Officer
Information
Technologies

Elizabeth Metzger
University Controller
Financial Services
Division

Joe Silva
Interim Chief
UNM Police Department

Lisa Marbury
Assistant Vice President
Campus Environments
& Facilities

Melanie Sparks
Assistant Vice President
Campus Business
Services

Zachary Peterson
Safety Manager
Environmental Health &
Safety

Kathy Agnew
Executive Director
Client Services

Brian Pietrowicz
Deputy CIO
IT Operations

Naren Tarikere
Executive Director
FSM - IT

Christine Chester
Deputy Chief
UNM Police Department

Al Sena
Director
Facilities Management

Tom Tkach
Director
Public Events/Popejoy
Hall

Alicia Solano
Manager
Administrative
Operations

Kevin Stevenson
Executive Director
Business Services

Elisha Allen
Director
Academic Technologies

Bruce Cherrin
Chief Procurement
Officer
Purchasing Department

James Madrid
Commander
UNM Police Department

Barbara Morck
Director
Parking & Transportation
Services

Leason Cherry
Director
Ticketing Services

Adam Roybal
Manager
UNM Golf Courses

Marleen Martinez
Executive Director
HR Services

Kirsten Martinez
Director
Business Operations

Daniel Borrego
Bursar
Student Accounts
Receivable

Tom Neale
Director
Real Estate

Lisa Walden
Interim Director
UNM Bookstores

Amy Hawkins
Administrative Officer
UNM Staff Council

Joseph "Joey" Evans
Director
Benefits & Retirement

Steve Perry
Director
IT Networks

Adam Weeks
Director
Finance & Payroll

Amy Coburn
University Architect
Environments &
Facilities

Megan Chibanga
Interim Director
Resident Life & Student
Housing

Franz Joachim
General Manager & CEO
New Mexico PBS

Amber Bailly
Manager
Strategic Support

T.J. Martinez
Director
Customer Support
Services

Norma Allen
Director
University Budget
Operations

Tabia Allred
Planning Officer
Capital & Space
Strategies

Tom Neale
Director
Real Estate

Barbara Morck
Director
Parking & Transportation
Services

Adam Roybal
Manager
UNM Golf Courses

Jeff Gassaway
Security & Privacy
Officer
Information Technologies

Marty Desautels
Director
Financial Operations

James Madrid
Commander
UNM Police Department

Barbara Morck
Director
Parking & Transportation
Services

Leason Cherry
Director
Ticketing Services

Adam Roybal
Manager
UNM Golf Courses

Alesia Torres
IT Applications

Lynn Craner
Financial Officer
Financial Services Division

James Madrid
Commander
UNM Police Department

Barbara Morck
Director
Parking & Transportation
Services

Leason Cherry
Director
Ticketing Services

Adam Roybal
Manager
UNM Golf Courses



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Environmental Health & Safety

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Mission and Vision

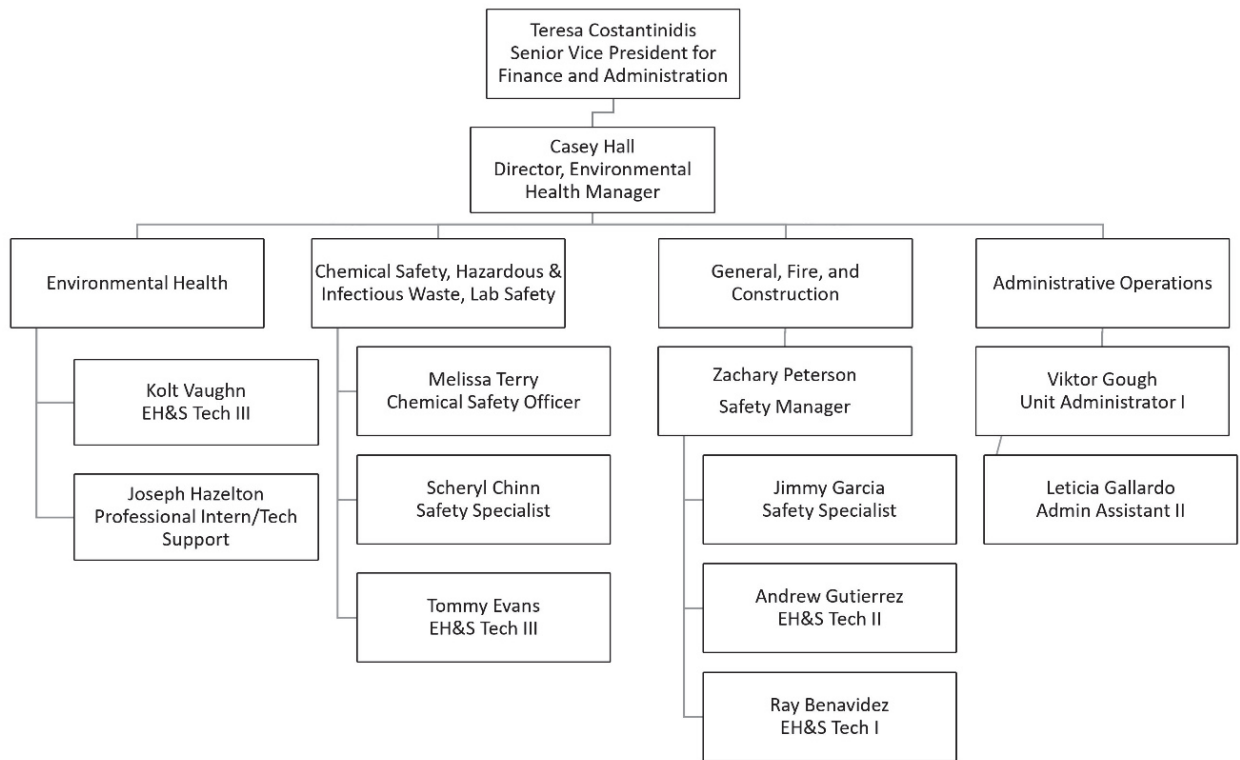
Mission

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

Our vision is 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



Updated 10/13/21

2021 Annual Report

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I. EXECUTIVE SUMMARY

Welcome to the 2020-2021 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. Our predecessor department, Safety and Risk Service has split into 2 units Environmental Health and Safety and Risk Services. This has greatly streamlined both areas and improved our reporting structures.

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

EHS provides guidance, services and recommended 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:

- Providing training
- Performing inspections
- Writing Collaborative Safety Programs
- Providing consultation on regulatory requirements and best practices

EHS works to ensure compliance through reporting of regulatory and permit-required data on behalf of UNM as well as acting as UNM's regulatory representative. EHS hopes this report gives you a look into the many programs EHS offers and the strides we have made in 2020-2021 towards a culture of safety at UNM.

In Fiscal Year 2021, EHS received \$685,000 in BR&R funding. This funding was primarily used for fire suppression system testing and maintenance, fire alarm testing, indoor air quality testing, asbestos testing and abatement, and evacuation map creation. EHS continued to support the Cancer Center per memorandum of understanding providing safety and environmental health services. These MOU's along with and I&G allocation from Main Campus and HSC provided SRS with a budget of \$1.3 million dollars.

II. SIGNIFICANT ACCOMPLISHMENTS

Occupational Safety

- Working collaboratively with Facilities Management, EHS revised the UNM Electrical Safety Program.
- Updated and Implemented UNM Confined Space Program.

- In conjunction with University Communications and Marketing, began update of the UNM Basic Annual Safety Training.
- Worked with Special Activities Committee on a new special event review and approval process that greatly increased communication and collaboration between departments.

Construction Safety

- Participated in construction meetings across campus including stormwater inspections, asbestos abatement, and plan reviews.
- Served in an advisory capacity on topics including construction safety, fire safety, chemical safety, and environmental compliance for remodel and construction projects.
- Served as the liaisons for the New Mexico State Fire Marshal's Office and with other regulatory agencies such as Construction Industries Division.
- Coordinated with RLSH and PDC for the replacement of exterior stairs at Redondo Village Apartments.
- Coordinated with a third party and various UNM departments to review, update, and improve the UNM Electrical Safety Program.

Fire Safety

- Inspected and maintained campus wide fire suppression systems. 76 buildings total.
- Completed annual inspection and testing for 100% of UNM's fire alarm systems.
- Completed and installed new evacuation maps for Science & Tech Park, South Campus, FM Area 1, FM Area 4 and the Dormitories.
- Completed SFM inspections and reports for UNM Dormitories, FM Area 1, and FM Area 2.
- Replaced over 500 extinguishers across campus with new models.

Administration

- Launched an updated EHS webpage reflecting changes to the department and new information including:
 - Reorganization of the page for easier use
 - Improved tools for notification of safety concerns or incidents
 - Updated forms based on user input
 - Updated safety programs and templates
- Assisted departments with reopening providing masks, sanitizer, and thermometers to departments and helping them with finding other PPE for their staff.

Chemical Safety

- EHS, in collaboration with departments around campus, surged staff to rapidly inspect and reopen research laboratories across main campus ensuring compliance with COVID-19 work protocols while perusing UNM's core research mission.
- EHS performed in-person N-95 mask fitting for approximately 1150 UNM personnel, so that clinical staff and faculty were able to work safely during the COVID-19 pandemic. Additionally, EHS collaborated with the State of New Mexico to fit test clinical providers from other entities around Albuquerque.
- EHS created 18 chemical-specific Standard Operating Procedures (SOPs) to assist PIs, lab managers and researchers who work in labs that use any of the 18 particularly hazardous materials; these SOPs, as well as more general SOP templates, were made available on the EHS website.
- EHS reviewed all laboratory incidents from 2018-2021 and summarized each into a "Lessons Learned" document, which are posted on a "Lessons Learned" page on the EHS website.
- EHS expanded weekly pickups of hazardous waste, properly disposing of over 22,000 pounds of waste. Additionally, EHS began to pick up empty containers of acutely hazardous waste, ensuring their proper disposal.

Environmental Health

- Conceived of and began survey of all storm drains on campus to find sources of illicit discharge into the stormwater system and to increase the number of pollution prevention plaques to increase public awareness of stormwater.
- As part of the Compliance Monitoring Cooperative for stormwater, EHS continued to sample stormwater entering the Rio Grande on a voluntary basis, improving our understanding of human impact on the river system.
- EHS entered into a cooperative process with the City of Albuquerque Environmental Health Division to improve UNM's compliance with air quality regulations.

III. FUTURE PLANS

- EHS will continue to expand our online and in-person training offerings in all areas of safety and environmental health to include OSHA 10 classes, Stormwater management, PPE, Ergonomics and more.
- EHS plans to work collaboratively with departments to create guidance documents that will ensure compliance with environmental health and safety regulations. These include:
 - Post Construction Stormwater Guidance
 - Plumber Safety
 - HVAC Safety
 - Revised LASER safety program
 - Research Field Safety
- EHS will update or create training plans for individual staff members to improve expertise within the department while enhancing employee career growth and development.
- EHS will complete digitalization of old files, including creating a database of asbestos records.
- EHS will create a searchable database of safety inquiries to improve our customer service.

2021 ANNUAL REPORT

Financial Services Division

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Mission

Mission

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

The FSD's ongoing commitment serves to:

- Educate students, faculty, and staff about the compliance requirements associated with various UNM, State, Local, Federal, and agency policies concerning financial expenditures.
- Stay 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' needs in an efficient, timely, and courteous manner, while maintaining adherence to State, Federal and University requirements and policies.

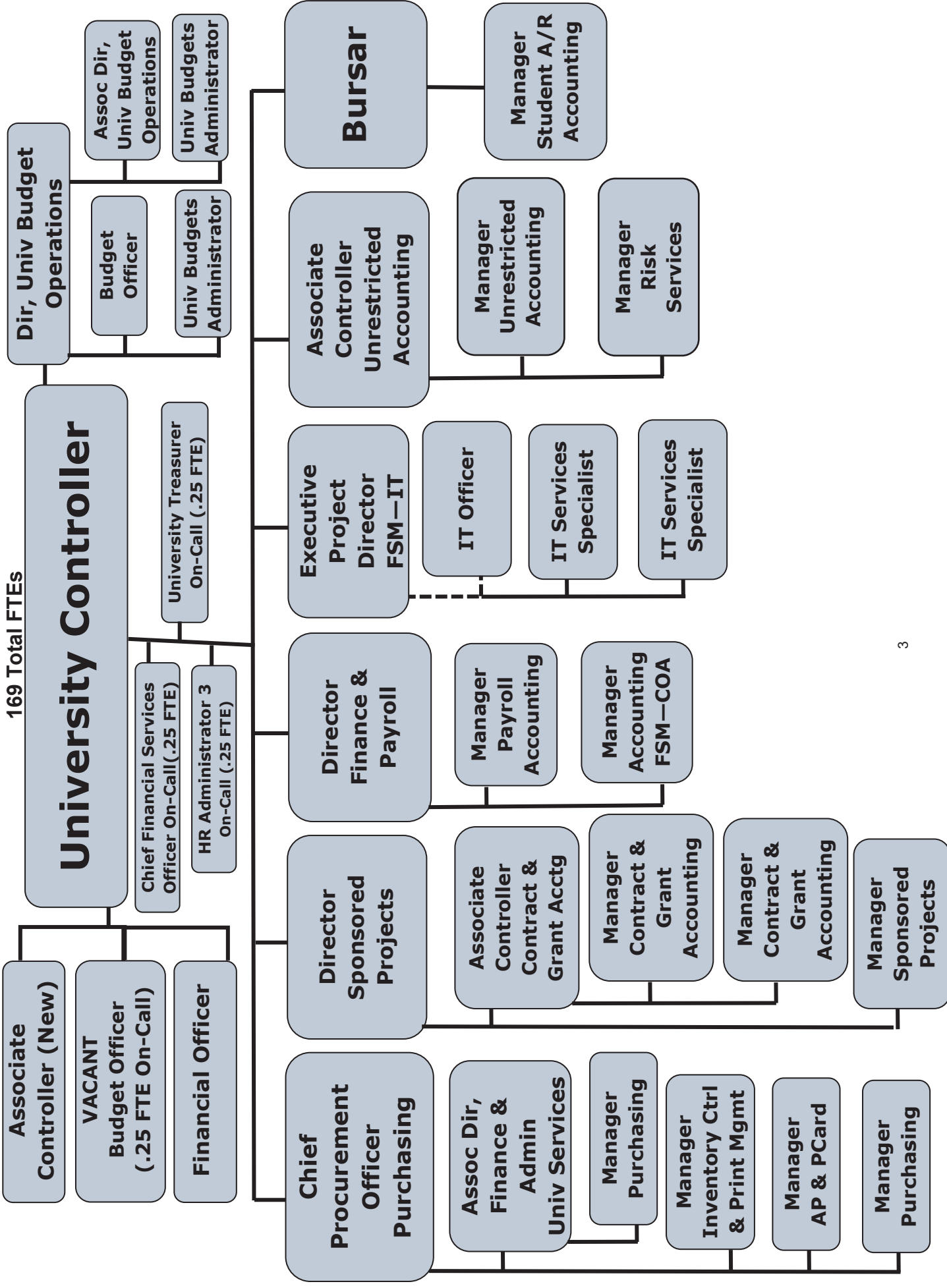
Financial Services Division Culture:

- 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:
 - 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 MyReports reporting tools, and Banner Finance data warehouses, to enhance end-user friendliness

High Level Org Chart of Direct Reports and Grades 15 and Above

169 Total FTEs



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I. EXECUTIVE SUMMARY

Executive Summary

The Division of Financial Services continued its commitment to accountability, excellent customer service, and fiscal responsibility, despite unusual conditions under UNM's limited operations, which began in March 2020, due to the COVID-19 pandemic, and continued throughout the fiscal year ending June 30, 2021. The Main Campus Financial Services Division 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. The Division's FY 2020-2021 I&G Base Budget Allocation was \$9,314,711 which includes OPBA 1640 allocation and Risk services 1660 allocations that were moved from Environmental Health Services to Risk in FY21.

Below is a partial list of events and accomplishments for the Division. Additional information can be found in the individual reports that follow this overview.

1. ECHO Nursing Home Training Program – Accounts Payable and Procurement worked closely with Project ECHO to develop an efficient Vendor Add/Change Request Form, invoicing, and approval processes for the project.
2. Bursar Student Accounts Receivable successfully and accurately processed over 13,500 HEERF II refunds to students, totaling just under \$9.8 million.
3. Contract & Grant Accounting Worked with OVPR to design a Section 117 Disclosure Submission Form to identify any foreign sourced gift or contracts received by a department or PI in connection with research done at UNM.
4. Controller Administration successfully integrated the Office of Budget Planning and Analysis and the Risk Services Department within the Division.
5. Workday Adaptive Planning Implementation – FSM-IT developed a new data feeds portal for loading Workday.
6. FSM Operations' Chart of Accounts Application replacement went live.
7. Office of Sponsored Projects purchased and set up the use of LegalSifter software for contract reviews. The software uses artificial intelligence and human expertise to assist with review and negotiation of contracts.
8. Payroll Worked closely with HR and Employment Areas to offer a paid early retirement incentive pay and implemented network folder sharing to reduce and eliminate paper routing.
9. University Services' Mailing Systems and HSC Shipping & Receiving merged due to the parallels of each operation, to streamline both receiving and delivery areas.
10. Unrestricted Accounting transitioned and absorbed the "Risk Services" portion of Safety and Risk Services (SRS) under Unrestricted Accounting oversight.

Other projects and activities that require significant time or committees that the University Controller attends include the following:

- Administrative Technologies Advisory Board - Chairs
- Annual External Audit
- Audit Rule Training
- Bond Refunding Project
- Budget Leadership Team
- Debt and Investment Advisory Committee
- Executive Cabinet
- External Audit Coordination and Oversight for UNM Component Units
- F&A Proposal Including Space Survey Coordination
- Institutional Compliance Committee
- Internal Audit Director Search Committee
- Internal Outreach:
 - Ad hoc Divisional Direct Reports Meetings
 - Quarterly Manager Meetings and Goal Assessments
 - Meet and Greets for New Employees
- Inventory Control/Space Management Steering Committee
- IT Advisory Board Chairs
- Monthly Meetings with OVPR/C&G Accounting/OSP
- Monthly and Weekly Update Meetings w/Exec Staff:
 - Office of Sponsored Projects/OVPR Management Meetings
 - Sr. Executive Officer for Finance and Administration/HSC
- NCURA Recommendations and Steering Committee – Various
- UNM Various:
 - HURON Compensation Projects to evaluate Accounting Titles
 - Out-of-State-Employees Taxation
- Various COVID-19:
 - CARES fund tracking and Federal and State reporting
 - COVID Testing Site Committee
 - Phased Return to Full Operations
 - Phased Ops Committee
- Various Internal Audit Responses
- VEBA Advisory Board
- Workday Steering Committee

II. SIGNIFICANT ACCOMPLISHMENTS

Accounts Payable and PCard

- ECHO Nursing Home Training Program – Worked closely with ECHO to develop efficient Vendor Add/Change Request Form, invoicing, and approval processes for the project.
- PaymentWorks – Participated in a team to review program options and limitations to determine the best vendor onboarding and data validation solution for The University.
- Portal Invoicing Project Implementation - Continued efforts to encourage vendor participation in the Portal Invoicing feature through LoboMart.
 - Portal Invoicing allows suppliers to send invoices to UNM electronically via the Customer portal. Suppliers can check payment status and other status fields.
- 1099 Process Enhancements – Continued efforts to review and modify electronic uploads to ensure accuracy.
- Chrome River – Staff created and participated in monthly Training and Q&A sessions to support campus end-users.
- Unclaimed Property – Ongoing effort to review and research State of New Mexico Unclaimed Property database for payments payable to UNM but currently unclaimed.

Budget, Planning and Analysis Office

- Produced Core Fund and Debt presentations for SVP for Finance and Administration.
- Began the implementation of Workday Adaptive Planning.
- Successfully worked with HSC Budget Office and Controllers Office to update COVID 19 tracking system and came up with plan for disbursement of Federal Funds received for lost revenue and additional COVID expenses across the University.
- Successfully refunded the UNM 2014 A and C bonds to the 2021 UNM bonds.
 - Included review by Rating Agencies and working with Municipal Advisor and Bond Underwriters to successfully facilitate the transaction.
 - Refunding saved the University several million in interest costs.
- Worked with members of the Debt Investment Advisory Committee (DIAC) to review the RFP for Investment Advisor Services for the University.
 - The new contract has been put in place with AON Inc. as the new advisor.
- Refined drill-down menus and updated parameters on Budget Office portal reports in order to increase efficiency and timeliness of data and reporting.

- Met new HED online reporting requirements for original budgets in addition to existing submission process.
- Worked with Payroll team on strategy to track and report one-time allocated ERB appropriation.
- Took over budget monitoring process and fiscal agent duties for Financial Services Division.

Bursar/Cashier

- Created a Tuition Calculator for the Bursar's Office website. It is used by current and prospective students and their parents to help clarify UNM's tuition and fee structure, and provide a reliable estimate of potential tuition and fee charges. Bursar and Cashier staff use it to provide more accurate estimates to students and their families when contacted for assistance.
- Successfully and accurately processed over 13,500 HEERF II refunds to students, totaling just under \$9.8 million.

COVID-19 Limited Operations:

- Continued to provide limited onsite presence for customers to make cash and cash-related payments and deposits.

Contract & Grant Accounting

Financial Reviews, Site Visits and Audits:

- Completed an NSF-OIG Performance Audit of the Implementation of OMB COVID-19 Flexibilities. The audit covered the period from March 1 to September 30, 2020. Auditors reviewed approximately \$187,000 in project expenditures, out of more than \$15.6 million of costs claimed to NSF during this period, with questioned costs of \$20,965. Negotiations with the sponsor audit resolution team are currently under way.

Reporting and Compliance:

- Worked with OVPR to design a Section 117 Disclosure Submission Form to identify any foreign sourced gift or contracts received by a department or PI in connection with research done at UNM.
 - This self-disclosure form was designed to catch any foreign gifts or contracts received that did not properly route through a UNM Accounting Office (i.e. CGA, UNM Foundation, Financial Aid, Bursar, etc.).
- Beginning in November 2020, CGA assisted the Controller by compiling information each month regarding COVID-related grants and Higher Education Emergency Relief Funds (HEERF) that were awarded directly to UNM.
 - Monthly reporting to New Mexico Department of Finance and Administration included grant end date, scope of work, total year to date

expenditures through the reporting month, total year to date encumbrances, and the remaining available balance on the award.

Collaboration and training:

- CGA participated in the planning committee for the 4th Annual Research Administrator Symposium, September 29 - 30, 2020. CGA staff co-presented in 5 of the 12 breakout sessions, including:
 - Avoiding Questioned Costs in an Uncertain Budgetary Environment
 - Lifecycle of an Award: “Pre” and “Post” Perspective
 - System Resources for the New Research Administrator
 - Award Management – The Nitty Gritty
 - Budget Basics: Everything but the Kitchen Sink

Office Processes/Projects:

- Fully scanned and digitized all contract and grant award files in FY21. This was the final step in fully converting to paperless processing.
 - A total of 168 banker boxes, with 266,431 pages, were scanned and indexed on network drive.
 - New award filing system created on network drive, organized by Org level 5, and then by grant number.
- Participated in NCURA Peer Review Steering Committee to review, assign, and prioritize recommendations provided in the FY20 NCURA peer review. Some of the recommendations were implemented and completed during FY21.

Credit Collections & Merchant Services (CCMS)

Banking:

- Provided treasury and special banking transaction services to the UNM campus for UNM receipt and disbursement systems. Electronic banking activity continued to increase from federal and state agencies as well as commercial vendors. Banking activities were maintained with financial institutions in the Albuquerque and branch campus areas including three disbursement and six depository 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 - total principal and interest payments of \$41.7 Million.

Collections & Debt Service:

- Billed over \$15 Million to the State of New Mexico as reimbursements for expenditures on capital projects.

Financial Reporting:

- Prepared the audited financial statement 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.

Finance Systems Management – Information Technologies IT (N. Tarikere and staff)

Finance & Research Administration Reporting & Analytics:

- Workday Adaptive Planning Implementation – Participated in the steering committee and developed a new data feeds portal for loading Workday.
- Enhanced grant ledger reports to run by PI field (based on user feedback).

Process Improvements:

- Completed implementation of a new payment method (e-payment card called ePayables) to reduce paper waste and exposure to check fraud, and provide faster payments to suppliers.
- Participated in eRA (Electronic Research Administration) RFP committee in evaluating the enterprise needs for proposal submission and research compliance systems. Successfully influenced the committee and senior leadership to move away from the current outdated system.

Finance Systems Technical Operations Support:

- United Way Campaign – provided project management, portal integration, configuration, coordination and reporting services for President's office. Developed a new data portal in MyReports to support this initiative and streamline the process.

Finance Systems Management – Network Support (N. Tarikere and staff)

- Participated in AppTree testing and training. AppTree is the new Inventory Control application.
- Migrated all FSD users off of their desktop computers to laptops
- Migrated Copy Center's private legacy network onto a monitored VLAN
- Removed Symantec antivirus software and replaced it with System Center Endpoint Security (SCEP) on all computers
- Onboarded Budget Office and Risk Management workstation, files and print services to Business Center IT support
- Re-designed websites for Bursar, Risk Management, and Payroll office
- Migrated the Service Desk and Aroch servers to new Redhat 8 servers

Finance Systems Management – Operations (A. Weeks and staff)

- 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.
- Chart of Accounts Application replacement went live

Inventory Control

- Achieved 100% completion of the annual physical inventory by fiscal year end.
- Launched a comprehensive inventory management system for campus wide use.
- Worked with Senior Management to update the policy and procedures for equipment fabrications.
- Designed new processes and workflows to improve the customer experience in order to provide excellent customer service

Office of Sponsored Projects

Implemented the following new processes and procedures to augment services OSP provides; to improve processing times and to enhance collaboration with researchers.

- Developed and implemented a new web-based scheduling tool (<https://ospappointment.unm.edu/schedule>) to allow department staff and PIs more control of selecting appointment times for proposal review.

- This tool also connects customers directly to a proposal specialist whenever a proposal contains items that require a pre-approval or other determination.
- Purchased and installed *LegalSifter* software for contract reviews. The software uses artificial intelligence and human expertise to assist with review and negotiation of contracts.
 - *LegalSifter* reads contracts in a matter of minutes, and provides in-context advice that determines the appropriate internal process pathway for a contract.
 - *LegalSifter* software has reduced the amount of time it takes to read and assign a contract to a contract specialist.
- Developed a written procedure and step-by-step guidance for the UNM research community on how to obtain F&A rates from non-federal sponsors, specifically foundations. The guidance provides information on how to request clarification from the non-federal sponsors that have not listed F&A rates on solicitations.

Streamlined various sponsored research processes and procedures and collaborated with multiple core offices to identify overlapping processes and lessened administrative burden.

- Developed a guide to assist the Awards and Contracts teams to discern if and when an award action requires IT security review and approval. This has reduced the need to submit a ticket to IT and shortened the turnaround time for award set-ups.

OSP staff participated in various subcommittees formed to review and implement recommendations from the 2019 National Council of University Research Administrators (NCURA) peer review evaluation. The following are the outcomes that have been established from the committee's work:

- In collaboration with OVPR, developed a matrix that outlines the Roles and Responsibilities of the offices reporting to the OVPR. This matrix clarifies the role each office plays and the administrative support each provides to the research enterprise. The matrix is published on the OVPR website.

Payroll

- Worked closely with HR and Employment Areas in the payment of early retirement incentives and implemented network folder sharing to reduce and eliminate paper routing.
- COVID-19 projects & tasks completed, not limited to:
 - Enabled new Earn Codes for tracking new leave requirements under the FFRCA and CARES Acts

- Enabled temporary March sick leave requirements and increased annual leave maxed bank requirements per HR directives
 - Collaborated with other Employment Offices on student unemployment claims
 - Handled increased load for employment verifications
 - Processed extra compensation to Faculty who moved classes to online instruction
 - Offered opportunities for customers to schedule appointments with Payroll for in person meetings during limited operations, remote working.
- Worked closely with Athletics and Ticket Office in order to tax employee ticket discount sales timely.
- Fulfilled compliance requirements including:
 - Enabled 2020 Form W-2 compliance changes due to FFRCA Act
 - Implemented the new NMERB 1% employer withholding redirect
 - Collaborated with University Services and HR to obtain approval from the State of NM for an electronic imaging plan.
- Implemented employee focused initiatives including but not limited to:
 - Launched a more user-friendly Payroll website @ payroll.unm.edu
 - Moved Banner time-entry training and LoboTime training from classroom-led to online, and hosted Zoom meetings to further assist departments
 - Implemented email notifications to employees to alert them of changes made to their Form W-4 and direct deposit information
 - Improved toolset and training in the New Employee Experience training and webpage.

Print Management

- Provided Print Management services to UNM departments and campuses which reduced overall costs through a centralized solution.
- The Print Management Program cultivated key supplier relationships with UNM's vendors, enhanced the end to end quote, equipment fulfillment, and billing process to create intuitive solutions that drive results and cost savings for The University of New Mexico.

Procurement Services

- The Purchasing Department supported Project ECHO in its fulfillment of the Agency for Healthcare Research and Quality Contract Award to form a Nursing Home COVID Action Network. This program provides training to educate nursing home employees on how to prevent a COVID-19 outbreak within their facility; and if an outbreak should arise, how to contain the spread in a timely manner. The \$237 Million award is the largest Federal Award for The University of New Mexico in history. Purchasing Department support has been vital to the success of the Project ECHO program:

- Helped to establish and maintain processes between Project ECHO and Purchasing Department functional units to ensure participating nursing homes receive training about COVID-19 and are compensated in accordance with the contract terms.
 - Approximately 9,000 nursing homes were contacted, and roughly 6,400 have signed participation agreements.
 - Developed reporting for Nursing Home purchase orders to track paid and outstanding invoices to help ECHO with reconciliation and reporting requirement to the Federal Agency.
- The Strategic Purchasing Team Played a critical role in COVID safe practices and identifying and sourcing PPE, COVID safety supplies and key products for The University of New Mexico, Health Sciences Center and UNM Hospital.
- The Purchasing Department Partnered with UNM IT to enhance the Security Review Process and integrate approvals into a work flow, that streamlines the end-to-end process. This reduces UNM's exposure to unpredictable cyber and security threats.
- The Strategic Purchasing Team pivoted during the pandemic and began conducting "Coffee with Purchasing" sessions via Zoom, providing training and relevant information on all of the Purchasing Department functional areas including: Purchasing, AP/Pcard, University Services, Inventory Control and Print Management. The management team for each functional area attended each session.
- The Purchasing Department Construction Team implemented a new Project Based Procurement (PBP) tool in LoboMart. The new PBP tool tracks various tasks and documents associated with every construction-related procurement.

Risk Services

- Following the division of Safety and Risk Services into 2 separate departments, Risk Services *and* Environmental Health & Safety, UNM Risk Services was successfully integrated into the Financial Services Division.
- Secured reimbursement from our insurers for over \$1 million worth of property damages related to three-large scale property claims.
- Implemented a best-practices training for all people managers who handle Workers Compensation claims.
- Facilitated the acquisition of cyber insurance which protects UNM, UNMH & SRMC from cyber risks. This was achieved despite the conditions of an extremely challenging global cyber insurance market. UNM is the only public institution of higher education within New Mexico with cyber insurance protection.
- Secured required liability insurance for mobile MRI machines which will be utilized at both UNMH and SRMC due to construction projects

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 return.
- Drafted reference documents to support HSC campus departments in identifying tax issues related to hiring of foreign persons
- Improvements to Taxation review of IRS Forms W-8BENE to account for treaty benefit eligibility
- Website updates on Foreign Tax, UBIT and other tax related topics

University Services

- Chemical & Research Lab Supplier (CRLS) and Mailing, Shipping & Receiving (Main Campus Location and HSC Location) departments played a critical role for UNM throughout the COVID-19 pandemic and in ‘Bringing Back the Pack’.
 - CRLS sourced and still carries a diverse selection of safety supplies, including Purell hand sanitizer, nitrile gloves, disposable masks, KN95 masks, disinfectant spray and disinfectant wipes.
 - CRLS staff continued to work with each campus lab on an individual basis to ensure research was not interrupted or impacted and continued deliveries throughout the pandemic.
- Mailing Systems and HSC Shipping & Receiving merged due to the parallels of each operation, to streamline both receiving and delivery areas. This increased the operational efficiency and services each area provides. The combined units were renamed Mailing, Shipping & Receiving department.
- Mailing, Shipping & Receiving remained open throughout the pandemic. The department continued to receive and distribute package/mail, via curbside pickup, in order to minimize interaction, observe social distancing, and adhere to the restricted access of buildings.
 - Mailing, Shipping & Receiving continued processing outgoing checks, packages and mail for UNM Departments and remained fully operational during the pandemic.
- The Copy Center created a production facility at the University Services building (1128 University Blvd NE) and vacated the HSC location in order to offer additional services and streamline the production operation of the business.
- Surplus Property partnered with Inventory Control to streamline UNM property disposals and pickups through AppTree, which is a new Inventory Management system for campus wide use.
 - In addition, Surplus Property partnered with the Provost’s Office to re-organize classroom spaces in Dane Smith Hall during the pandemic.

Unrestricted Accounting

Operations:

- Transitioned and absorbed the “Risk Services” portion of Safety and Risk Services (SRS) under Unrestricted Accounting oversight.
- Absorbed the certain functions of the Credit Collections and Merchant Services (CCMS) department under Unrestricted Accounting oversight.
- Provided vital, financial accounting and reporting services for KUNM and UNM Police.
- 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 Project Implementation – Continue efforts to increase vendor participation.
- vPayables – Continue participation in an implementation team to develop processes to enable vendor payments by virtual card.
- PaymentWorks – Continue participation in a team to review program options and limitations to determine the best vendor onboarding and data validation solution for The University.
- Continue to implement process improvements that promote efficiencies for staff and departments.

Budget, Planning and Analysis Office

- 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 the 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 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 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 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.

Finance Systems Management - IT

- Streamlyne Implementation to replace Cayuse proposals/awards system
- PaymentWorks Implementation to mitigate the risk of fraudulent payments to vendors
- DEEM travel module implementation to provide a centralized booking system for campus travel needs
- Rewrite CGA billing reports
- Enterprise data warehouse implementation

Finance Systems Management - Network Support

- Move all FSD websites from Dept2 webhost in to cPanel hosting
- Ensure all mobile devices move off of the legacy email authentication
- Encrypting all computers with the Enterprise BitLocker (MBAM)
- Surplus old computers and server equipment.
- Re-design websites for Inventory Control and Chrome River

Finance Systems Management – Operations

- Launch new Org Code Request application.
- Evaluate Effort Certification reporting options with CGA offices.
- Continue operational automation enhancements.
- Work with IT on security maintenance and automating processes.

Inventory Control

- Develop new reports for the Famis/AppTree asset management system.
- Continue partnership with UNM Information Technology for asset tagging of Dell computers
- Improve communication and collaboration across network of stakeholders

Office of Sponsored Projects

Continue to re-evaluate and streamline OSP SOPs. Develop new tools and guides to support OSP staff to maximize efficiency. Collaborate with other core offices to clarify research processes that impact OSP. Provide training on complex topics to expand the knowledge of UNM research administrators.

- Revamp award set-up process by mapping current stage and creating a single, streamlined end-to-end award setup process that minimizes unnecessary steps and duplication of effort.

Electronic Research Administration and System improvements

- Implement the pre and post award modules of Streamlyne software. Collaborate with the OVPR on the development of training for campus on the use of the new Streamlyne software.

Payroll

- Work with University Services to scan all Payroll files into WebXtender.
- Work with Employment Areas to automate process and enhance compliance initiatives.
- Continue to support HR on Leadership and Compliance initiatives
- Implement USUNM employee dues process

Print Management

- Development of a multifaceted tracking and billing system.

Procurement Services

- 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, and ensure critical information is readily displayed throughout the sites.
- The Strategic Purchasing Team will enhance the LoboMart Punchout and identify new strategic vendors and agreements for the UNM community to leverage in order to obtain the best pricing and product offerings that add value to departments.

Risk Services

- Finalize procurement and implementation of claims management software
- Implement revised third-party facility user insurance guidelines for all campuses.

- Complete Risk Services “Road Show” visits to each branch campus.

Taxation

- Develop 1042-Access database for year-end reporting.
- Develop abbreviated W-8BENE form with treaty language for department use.
- Develop PowerPoint Presentation for Taxation website with major FAQs
- Topic Presentations for Chrome River Information Sessions and Purchasing Q&As
- Update website to address Fringe Benefit and Tuition Expense Review guidelines.

University Services

- The Copy Center will partner with UNM Athletics to streamline Nike branded apparel orders for teams with officially licensed UNM Logos. Orders will be fulfilled in the new production facility at University Services, 1128 University Blvd NE. This will drive cost savings for Athletics and provide additional revenue for the Copy Center.
- Copy Center and Mailing, Shipping & Receiving will enhance ordering processes to eliminate duplicate efforts to streamline the customer experience interface and ordering process.
- CRLS will enhance the storefront through a construction project due to the Clark Hall remodel project and will also utilize Mailing, Shipping & Receiving services to streamline deliveries of non-chemical orders.
- Records Management will partner with Human Resources (HR) and Finance Systems Management (FSM) to revise the State of New Mexico/UNM Records Management Imaging Plan.

Unrestricted Accounting

Operations:

- Develop efficiencies in the electronic deposits process to reduce errors, minimize email communications and improve overall functionality.
- Continue to 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 laws.

IV. Appendix

BURSAR				
	FY20		FY21	
	<u>Trans</u>	<u>Dollars</u>	<u>Trans</u>	<u>Dollars</u>
Cashier Receipts	\$53,477	\$103,400,490	\$38,813	\$66,754,015
LoboWeb Credit Card Payments	20,689	18,359,857	21,778	19,670,510
LoboWeb ACH Payments	75,820	63,194,052	75,144	67,668,315
Flywire Payments (International)	96	339,565	66	234,708
MarketPlace Payments	36,855	6,567,946	41,952	6,722,482
Total Receipts	186,937	191,861,910	177,753	161,050,029
LoboWeb Direct Deposit Refunds	51,281	80,291,249	47,187	73,530,628
Student Check Refunds and				
Short Term Loans	12,608	13,309,627	10,738	10,397,501
	63,889	93,600,876	57,925	83,928,129

Tuition and Fee Revenue	<u>FY20</u>	<u>FY21</u>
Undergraduate – Resident and Non-Resident*	\$ 140	\$ 144
Graduate – Resident and Non-Resident*	42	45
Course Fees**	12	10
Total Revenue (to nearest million)	\$ 194	\$199

*Includes Mandatory Student Fees, Course Premiums, and Differential Tuitions.

**Includes Student Technology Fee.

Prior Year Comparison – Contract & Grant Accounting			
FY20-FY21			
	FY20	FY21	Variance
Total Active Awards*	1811	1863	2.87%
Total Expenditures	\$174,314,001	\$164,641,084	-5.55%
F&A Recovery	\$ 21,350,503	\$ 20,448,704	-4.22%
Total Receivables	\$ 13,909,815	\$ 19,548,124	40.53%
Closed Funds	570	491	-13.86%
*Active awards during FY21			

Contract & Grant Accounting – Approval Statistics			
FY20-FY21			
	FY20	FY21	Variance
Chrome River Approvals	5,418	2,858	-47.25% **
Total Invoices Billed	7,149	7,145	-0.06%
Total JVs Approved	3,094	2,193	-29.12% **
** Decreases in approvals due to continued University travel and food restrictions during COVID-19 pandemic			

Credit Collections & Merchant Services

Deposits processed Processed approximately 7,200 deposits from various entities for UNM departments
Property & Construction JVs processed Reviewed and processed over 1,200 payment documents and journal entries
Audit FARs processed Completed forty five complex audit FARs related to Cash, Investments, Swaps, Bonds and Capital Assets
Notes to the Financial Statements Completed five extensive notes to the annual audited financial statements
Debt Service Payments Processed \$34 million in Debt Service Payments
State Bond Billing Billed over \$20 million in construction reimbursements from the State of New Mexico.
Investments Served as investment contact person for the DIAC regarding bond portfolio results, which earned \$2.2 million in interest income for FY20.

FSM-IT Production Support Incidents

Production Support Incidents	FY21	FY20	FY19
# of resolved incidents	864	904	957

FSM-NS Production Support Incidents

Production Support Incidents	FY21	FY20	FY19
# of resolved incidents	1790	2107	1730

Inventory Control

Equipment	FY21	FY20	FY19
	\$236,943,281	\$227,642,390	\$222,810,976
Capital Additions	FY 2021	FY20	FY19
Value of Capital Additions	471	548	502
Computer Additions < \$5K	\$13,653,609	\$14,050,673	\$10,794,793
Original Cost of Computer Additions	3125	5205	4055
	\$4,085,742	\$5,851,190	\$4,717,738
Capital Deletions			
Value of Capital Deletions	210	1036	3275
All Deletions (Capital and Computer)	\$6,959,029	\$6,283,941	\$21,066,802
Original Cost of All Deletions	2040	3811	7252
	\$7,730,942	\$8,920,992	\$24,169,358
Annual Inventories Requested			
Annual Inventories Completed	2408	1838	1823
Number of Assets Requested	2408	1183	1365
<u>Note: FY21 is the first time that 100% of department inventories were completed by Fiscal Year end.</u>	47,051	23,682	34,000

**Office of Sponsored Projects
(Main Campus and Branches)**

Proposals submitted, and Awards received

	2018	2019	2020	2021
# of Proposals	1,084	1,026	1086	997
\$ of Proposals	\$ 459,677,593	\$ 413,420,122	\$424, 597,550	\$639,450,011
# of Awards*	813	839	790	881
\$ of Awards	\$ 112,036,492	\$ 119,887,443	\$110,384,434	\$140,187,831

* does not include No Cost extensions and Unfunded Agreements

PAYROLL

FY21 Payroll direct deposits issued	226,290
FY21 Payroll paper checks issued	1,004
CY2020 W-2s issued	16,415 (7,883 were electronic consent!) 😊

Print Management

	FY21	FY20	FY19
Leases	\$1,331,716	\$1,788,974	\$1,822,516
Maintenance	\$14,416	\$20,879	\$31,740
Device Purchases	\$12,135	\$11,330	\$22,041
Total	\$1,358,269	\$1,821,183	\$1,876,297

	FY21	FY20	FY19
Multi Functional Devices (Copiers, printers and scanners) managed in program	871 (1)	780	790
Customer accounts / departments	492/284	474/288	479/283
Maintenance Agreements	179 (1)	53	60
Device Purchases	4	8	9

(1) Cancer Center devices migrated to Print Management in 2021.

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	FY20	FY21
RFP's Issued	65	42
IFB's Issued	4	5
Total Solicitations	69	47
PO's Issued (\$)	\$149,737,241	\$168,232,029.16
PO's Issued	8,511	13,128
CO's Issued	4,151	3,917
PCard/FCard \$	\$59,559,655.74	\$47,397,791.15
PCard/FCard Transactions	117,748	82,870
Vendor Setups and Maintenance Requests	9,901	8,545
Accounts Payable & PCard	FY20	FY21
Banner Invoices	2,051	2,235
Direct Pay Invoices	44,531	42,100
Bookstore Invoices	6,350	4,741
PCard	128,667	91,124
Total Invoices Count	181,599	140,200
Checks	35,068	43,948
ACH Direct Deposits	31,669	41,075
Wire Transfers and Foreign Currency Checks	487	435
Total Disbursement Count	67,224	85,458
Total Disbursements Amount	\$708,301,511	\$853,188,348
Mailing Systems	FY20	FY21
Outgoing Packages & Mail (Excluding Bulk)	689,325	647,935
Incoming USPS Mail Pieces	800,780	765,100
Campus Mail	381,897	125,050
Accountable Packages & Mail	66,307	65,905
Bulk/Permit Mail	1,640,020	1,276,185
FedEx Incoming	13,910	14,823
FedEx Outgoing	1,340	903
UPS Incoming	20,367	16,173
UPS Outgoing	1,306	1,660
Shipping & Receiving	FY20	FY21
Freight – Total Pieces	32,689	31,269
Weekly Average (Freight Received/Delivered)	628	601
Surplus Property	FY20	FY21
Regents Report – Total \$ Value Deleted	\$4,520,968	\$3,101,846
Total Surplus Property Items	21,076	9,595
Inventoried Equipment	3,496	1,742
Non-Inventoried Equipment	17,580	7,853
Number of Pickups	1,267	481
Number of Auctions	318	1,450
Records Management	FY20	FY21

Total Inventory (Boxes)	6,921	6,184
Boxes Withdrawn	317	188
CRLS	FY20	FY21
Total Sales	\$1,002,121.04	\$814,180.44
Total Orders	7,082	7,145
Stock Orders	5,729	5,963
Customer Orders	1,353	1,182
Copy Center	FY20	FY21
Black & White Copies	5,796,167	4,122,968
Color Copies	3,179,725	2,086,568
Total Copies	8,975,892	6,209,536
Total Sales (\$)	\$771,862	\$495,453.02

Risk Services

Claims Statistics:

Property & Casualty

- Tendered 68 Property & Casualty Claims for UNM & UNMH
- Tendered 1 Property & Casualty Claim for 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	FY18	FY19	FY20	FY21	FY20/FY21 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%)



2021 ANNUAL REPORT

Human Resources

hr.unm.edu



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

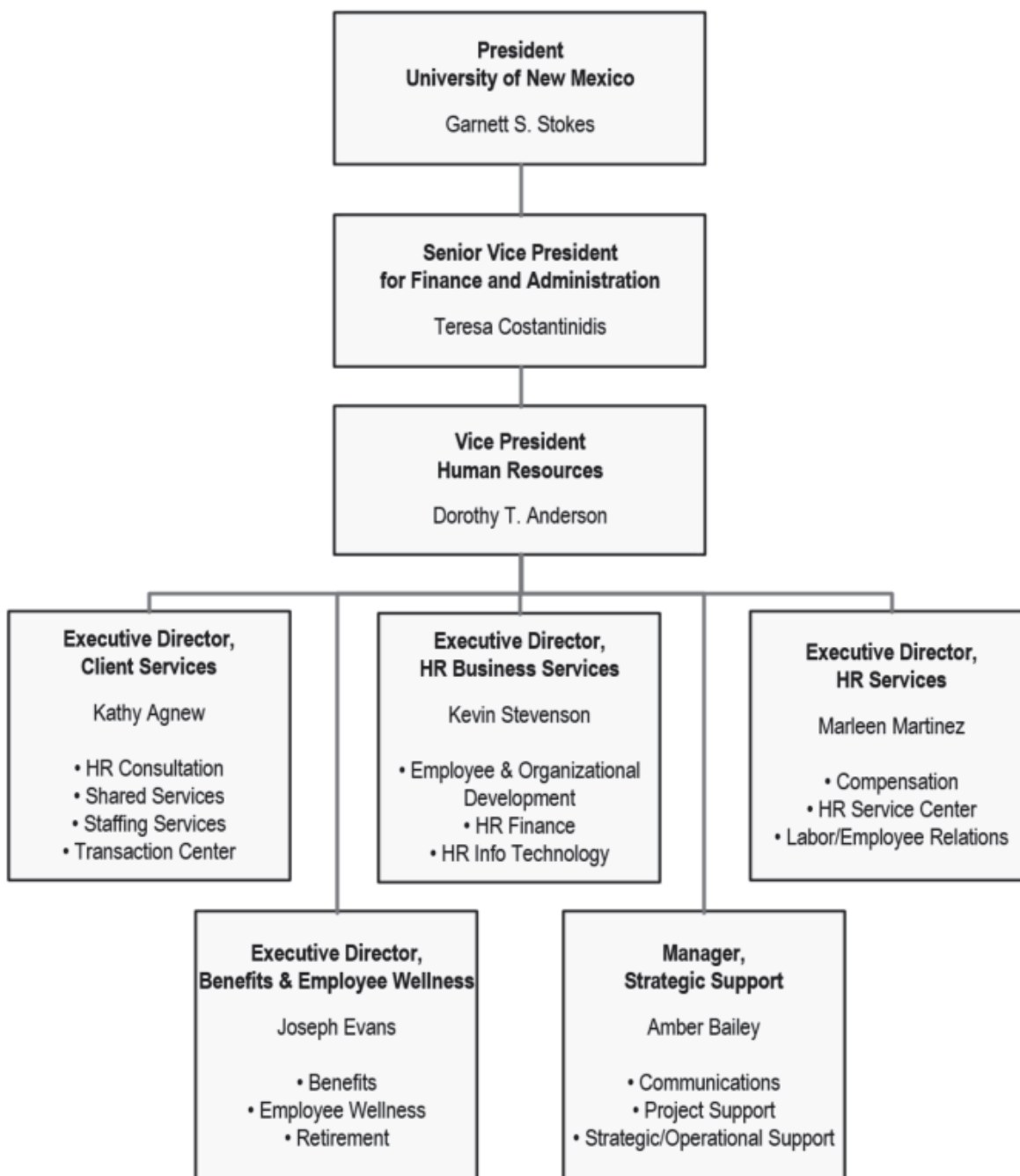
Mission

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



2021 Annual Report

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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 Vice President 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 managers' 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.

Throughout FY21, the global pandemic generally known as COVID-19, which began in early 2020, remained heavily in effect. With the on-going health crisis, UNM's leadership

worked under pressure to maintain university operations, delivering on its mission for students, faculty, staff, patients, researchers, and the greater community of constituents that depend on UNM's services and socioeconomic contributions.

Human Resources continued to play a critical role in UNM's pandemic response, developing and implementing policies and procedures to address the rapidly-changing nature of the pandemic and to support UNM departments and employees with navigating their new work environment. Much of FY21's focus was on a phased return to operations that began in the summer of 2020, with a significant Bringing Back the Pack effort in fall 2021.

However, with the continued prevalence of COVID-19 in our community, university operations remained primarily remote throughout FY21, with the university's focus shifting toward evolving its COVID-safe practices to ensure the safety of its community. HR's role in this effort was wide-ranging, from implementing new paid leave options to ensuring the safety of our community by supporting symptom screenings and reporting of positive cases.

In addition to its role in UNM's pandemic response, Human Resources made significant progress on a wide variety of projects and initiatives. Some highlights of these accomplishments are considerable growth in HR Shared Services partnerships, the implementation of a Voluntary Retirement Incentive, and completion of a comprehensive study on pay practices, equity, and job classifications.

The first goal of HR's strategic plan – People – has arguably never been more important than over the course of the past year. 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 FY 2020-21 totaled \$7.9M. The primary sources of funding for HR are instructional & general (38%), general institutional services (28%), miscellaneous general (17%), and internal service center funding (9%). Other sources of funding (8%) for HR include transfers, other allocations, and balance forwards. The majority of HR's expenditure budget is comprised of salary & benefit expenses (\$5.6M). The primary increases in FY21 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

As required, this report first includes descriptions of our top five accomplishments. Following those details, we have also listed our additional accomplishments in alphabetical order.

1. **COVID-19 Pandemic Planning and Mitigation Strategies** – Although the COVID-19 pandemic began in March 2020 it is still going on world-wide. In fact, in March of 2021, the Delta variant of the novel coronavirus appeared along with several other variants that have caused the pandemic to persist much longer than anyone had anticipated. Much of HR's efforts throughout the course of FY21 were focused on supporting employees, departments, and leadership to support UNM's continued success while ensuring the safety of our campus community.
 - a. **Families First Coronavirus Response Act Paid Leave Implementation**
 - i. With the enactment of federal legislation mandating paid leave for COVID-19 related reasons, UNM enacted a comprehensive approach to implementing the FFCRA leave requirements for employees across campus. HR led this effort in collaboration with University Counsel, Academic Affairs, HSC, and Payroll. Implementation of these requirements required the creation of a new, centralized request and approval process for FFCRA paid leave, as well as significant coordination with employees, managers, departments, and Payroll to ensure leave was requested, approved, and reported in line with federal requirements. The HR Client Services team led this effort of working with employees and reviewing and approving leave. The effort was so successful that after the expiration of the federal requirement to provide leave on 12/31/2020, UNM extended the leave program on its own accord through 6/30/2021. In all, UNM received 867 requests for leave, with more than 500 employees using more than 25,000 hours of leave through this program.
 - b. **Remote Work and Telecommuting**
 - i. In response to the success of remote work during UNM's limited operations and based on significant amounts of feedback from UNM employees and departments, HR launched a formal remote work and telecommuting program. The effort began in FY21 with a pilot program to determine feasibility, fine-tune processes and guidelines, and culminated with a full roll-out during the summer of 2021.
 - c. **Labor Relations and Union Collaboration**
 - i. Throughout the pandemic, HR successfully engaged the three staff unions in negotiations, agreements, and MOUs for the wide array of new policies, procedures, and guidelines issued throughout the

year. These included agreements on the Voluntary Retirement Incentive Option, implementation and extension of Emergency Paid Sick Leave, Annual Leave Accrual Cap, Remote/Telecommuting guidelines and the Temporary Voluntary Reduction in FTE.

d. **Applications and Reports to Support Campus Safety**

- i. **Self-Reporting of Positive COVID-19 Cases:** In collaboration with UNM leadership and health protocols professionals in EOHS and SHAC, HR developed a policy for self-reporting of positive COVID-19 cases and an online reporting portal where students and employees report their diagnosis so the necessary action can be taken. Due to growing need, HR also developed an administrative self-report tool, allowing for positive cases to be reported directly by the COVID Coordinator and Rapid Response Team.
- ii. **Daily Symptom Screenings:** Working through UNM leadership and the UNM Health Protocols Committee, HR developed a questionnaire for daily symptom screenings of employees and partnered with central IT on the development and implementation of an electronic screening process. HR also deployed a comprehensive reporting database for daily symptom screenings, which included tailored symptom reports for use by SHAC providers to monitor symptomatic students, departmental reports for HR personnel and department leadership, and regular reports for UNM leadership.

e. **Automation and Modernization of HR Processes**

- i. In response to remote operations, HR developed a series of electronic and automated processes to support employees and allow for the effective and efficient continuation of work without a presence on campus. Some examples of this include an electronic secure document submission system for collection of Benefits enrollment and change forms and new hire paperwork such as I-9 and ERB documents, and a fully-electronic Mass Salary Update process that leveraged custom Adobe Sign processes for each EVP area as opposed to the paper request and approval process of prior years.

f. **Other significant policies, procedures, and communication efforts:**

- i. Flu Shot Clinics (held Oct. and Nov. 2020)
- ii. Annual Leave Temporary Policy Allowance (announced 6/22/21)
- iii. Visitor Screening requirement prior to coming to campus (announced 6/8/20)
- iv. Bringing Back the Pack web maintenance (ongoing)
- v. Various Spanish translations of key guidance/policies (ongoing)
- vi. Essential Personnel definition revised (8/12/20)
- vii. UNM entered Limited Operations a second time and revised all guidelines (11/16/20)
- viii. Vaccine FAQs (first posted 4/6/21)

- ix. Return to Full Operations Town Hall with campus HR liaisons (held 5/6/21)
2. **Faculty Hiring/Transactional Processing Transition from Academic Affairs to HR** – This partnership between HR and Academic Affairs represents one of the most significant accomplishments in recent memory and is a testament to the quality of work performed by the HR team and the level of trust it has developed with key strategic partners. This transition involved HR assuming primary responsibility for all transactional processing of main/branch faculty actions as well as primary support for all data and reporting needs. It was designed to streamline services and staffing levels into a single area, ultimately reducing costs, standardizing services centrally, improving communications to employees and to connect support staff with more technology options and technological support. It is the highlight from a year that saw continued growth in HR's shared services portfolio, which also included new agreements with ISS, FM, and the School of Law.
3. **Minimum Wage Response Plan and Salary Structure Review 2021** – This is a multi-year implementation taking place from 2021 through 2023 in compliance with the State of New Mexico's plan to increase wages in a gradual manner. Beginning with the implementation of a \$10.50 minimum wage on January 1, 2021, FY21's work involved the facilitation of necessary salary increases and salary structure changes, as well as the evaluation of the impact and development of a plan to address changes for the subsequent year increases. The overall project includes cost analysis, working closely with impacted departments, broad communication, employee notifications, system updates, salary structure reviews and more. Additionally, modifications to the staff salary structure will be made based on movement to minimum ranges and in efforts to maintain midpoint relationships. Recommendations made by Huron (external consultant) will be considered in the salary structure changes for all years.
4. **UNM Staff Pay Practices Review – Phase 1: External Consultant Review** – HR sought guidance from an external consulting firm to solicit expert advice regarding UNM's pay practices, staff pay structure, and flexible pay approach for staff employees. The review largely focused on identifying best practices and compensation strategies that enable UNM to adapt to varying needs of its component units as they differ primarily between Main Campus and the Health Sciences Center positions. After a request for proposal process was complete an agreement was finalized with Huron as the external consulting firm and the initial kickoff was held December 2019. This first phase of the project was completed in August 2020, with the remainder of FY21 dedicated to crafting implementation plans for the highest priority consultant recommendations.
5. **Voluntary Retirement Incentive Option** – During the summer and fall of 2020, UNM offered a Voluntary Retirement Incentive Option (VRIO) program to employees who were eligible for retirement. The program was designed to

achieve cost savings for the University in light of the reduced budget and anticipated loss in future funding and profits due to declining enrollment and other factors attributed to the COVID-19 pandemic. HR led the effort that included significant collaboration and coordination among HR, Payroll, Academic Affairs, and University Counsel. This process included drafting specific retirement and incentive agreements, identifying eligible employees and working with them individually to understand the implications of the program and support their decision making. A total of 115 employees retired under this program, generating needed vacancy savings and both operational and fiscal flexibility to units as they planned for the continued uncertainty of the pandemic.

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

6. Communication Enrichment to Include Document Translations and Accessibility Feature Training
7. Launch of a revamped and fully online new employee orientation program, the New Employee Experience
8. Electronic Personnel File Configurations for New Indexing
9. FSA Plan Year Transitioned to Fiscal Year
10. New Faculty Orientation Module Development
11. Open Enrollment Online Application Improvements
12. Records Retention Maintenance of Separated Employee Benefit Documents
13. Temporary Voluntary Reduction in Appointment Percent
14. ULead Program Recreated Online

III. FUTURE PLANS

A significant number of projects are in the works and the HR staffs' efforts remain determined and focused as we advance into FY22. The following are the top five projects that Human Resources is committed to working on in the new fiscal year.

1. **COVID-19 Pandemic Planning and Mitigation Strategies** – With the continuation of the COVID-19 pandemic through the surges in the Delta variant, Human Resources continues to frequently adapt to whatever measures are needed to ensure a safe and productive campus. These are our current projects as we enter FY22.
 - a. **Employee Support Services and Policies**
 - i. Moratorium on new remote work by employees out-of-state/country (announced 7/8/21)
 - ii. Additional COVID-19 Paid Leave Expansion of Sick Leave (announced 9/2/21)
 - iii. Policy Interpretation for Non-Compliance with Administrative Mandate on Required COVID-19 Vaccine (announced 9/20/21)
 - iv. Annual Leave Temporary Policy Allowance Extended thru 6/30/22 (announced 9/29/21)
 - b. **Compliance/Safety Policies**
 - i. Non-Compliance with COVID-Safe Practices- Staff (released 9/20/21)
 - ii. Vaccination Requirement (announced 8/2/21 for compliance by 9/30/21)
 - c. **Communications and Guidance Materials**
 - i. Bringing Back the Pack web maintenance (ongoing)
 - ii. Various Spanish translations of key guidance/policies (ongoing)
 - iii. UNM's transition month of helping employees settle back into the office (July 2021)
 - iv. Proposed Process for Non-Compliance with Required COVID-19 Vaccination announced 9/2/21 and feedback collection began
 - d. **Systems and Reporting**
 - i. Visitor Screening process reviewed and assessed 3/10/21
 - ii. Vaccine Status Reporting Portal (made available 4/12/21)
 - iii. Vaccine Mandate Report (first available 4/12/21)
 - iv. Vaccine Mandate Non-Compliance Report (first available 4/12/21)
2. **FMLA Process Change Implementation** – Per an assessment conducted in 2019, the Benefits staff will rework the FMLA tracking process such that it is managed centrally, rather than by the individual departments on campus. Banner will likely be used as the official tracking system, and policy and process documentation may need to be updated to comply with the new process. The first phase of this project is underway throughout calendar year 2021 and it focuses on staff.

3. **Minimum Wage Response Plan and Salary Structure Review 2022** – In continuation of this multi-year project, we must evaluate the cost and impact for increasing the minimum wage rate effective for 2022, from the first of several increases beginning in 2021. The project includes continued cost analysis, working with impacted departments, distributing broad communication and employee notifications, system updates, a salary structure review and more. Guidance from Huron (external consultant) will be incorporated throughout the review process.
4. **Out-of-State Worker Assessment** – In 2021, Human Resources began offering a Remote Work and Telecommuting program to allow more flexibility for employees as the pandemic continues and as the traditional office has taken on a new form as a result of the pandemic's impact. The initial program was launched for in-state work only, but a review is being conducted to find out if informal agreements have been made for out-of-state and out-of-country workers. This review requires that Human Resources and Payroll partner together to determine a path forward on how to possibly accommodate out-of-state work and calculate the appropriate tax rates by state.
5. **Salary Placement & Level 3 Equity:**
 - a. **Process Change** – Develop and implement enterprise level process and policy changes pertaining to staff salary placements and equity review for new hires, reclassifications, career ladders, and demotions. Changes will also require Union participation. Process changes include a pilot program beginning August through December 2021. Target implementation date is quarter one of calendar year 2022. The pilot will include participation from select units across campus. Participants will provide feedback on process changes. Efforts include tool design, testing and piloting the tool, creating job aides, training and communication, and website updates.
 - b. **Salary Placement and Equity Tool (SPET)** – The SPET is an application that was developed by HRIT through the guidance of the Compensation staff. It was piloted during FY21 among several HR Agents and is scheduled to be put into full use among pilot participants starting August 2, 2021. The tool is designed to:
 - i. Enhance department flexibility in determining starting pay
 - ii. Acknowledge the value of an individual's education and experience as it relates to their job
 - iii. Establish methods for consistently administering pay across Level 3 organizations
 - iv. Expand opportunities for triggering pay adjustments, where needed
 - v. Align University processes with industry-leading practices

Other high-level focus areas Human Resources is working on into FY22 include:

6. Background Check Process Improvement
7. Centralizing Education and Experience:
 - a. Phase 1- Build Application in APEX
 - b. Phase 2- Compile and Validate Information
8. Disability Hiring
9. HSC and Main Campus Position Classification Review
- 10.I-9 Audit
- 11.Position Description Review of Physical Working Conditions Requirements
- 12.Records Retention ApplicationXtender Configuring of Employee Benefits Documents
- 13.Records Retention Access Role Streamlining in the BAR Request system
- 14.Resident Physician Benefit Administration
- 15.Restate VEBA Plan Documents
- 16.Shared Services- Review of Services and Profitability
- 17.The Successful Supervisor Pathway Training Program (formerly Employee Life Cycle)

IV. APPENDIX

APPENDIX A: EMPLOYEE & ORGANIZATIONAL TRAINING

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

Client List FY 2021

- ATRP
- Benefits – HR
- Cancer Center
- Cancer Research Center
- CDD
- Center for Applied Positive Psychology
- Center for Teaching and Learning
- CEOO
- Clinical Trial Informatics
- College of Fine Arts
- College of Music
- College of Nursing
- College of Population Health
- Community Health Workers
- Dermatology
- EVP
- Facilities management
- Family Community Medicine
- Gallup Staff
- Graduate School Office
- Grand Challenges - Successful Aging
- Harwood Art Museum
- Hearing Office
- HSC Mentorship
- HSLIC
- Institutional Support Services
- Interdisciplinary Science Co-Op
- Internal Medicine
- Latin American Institute
- Neurology
- New Mexico Tumor Registry
- OB-GYN
- Office of Medical Investigator
- Office of Sponsored Projects
- Parking and Transportation Office
- 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
- Transportation Services
- UNM Gallup IT
- UNM Medical Group
- UNM SHAC IT

APPENDIX B: ULEAD STATISTICS

Fall 2020 Cohort 1 Size = 17

Learning Pathways and attendee total:

- Inclusive Leadership – Multicultural Environments = 6
- Managing Relationships in the workplace = 5
- Project Management = 5

Participating Departments:

- Academic Affairs
- Admissions
- Alumni Relations Office
- Branch Communications and Marketing
- Civil Engineering
- Department of Family & Community Medicine
- Department of OB-GYN
- FCM/Physician Assistant Program
- Global Education Office
- HSC Office for Diversity, Equity and Inclusion
- Latin America and Iberian Institution
- LQIP
- Neurosurgery
- Quality

Fall 2020 Cohort 2 Size = 24

Learning Pathways and attendee total:

- Inclusive Leadership – Multicultural Environments = 7
- Managing Relationships in the workplace = 8
- Managing Relationships in the workplace and Project Management = 1
- Project Management = 8

Participating Departments:

- Center for Alcoholism, Substance Abuse, & Addictions
- Children's Campus
- Contract and Grant Accounting
- Dept. Ob/gyn
- Division for Equity and Inclusion
- Facilities Management
- Financial Aid Department
- Fine Arts, Humanities, and Social Sciences (Gallup campus)
- Information Technologies
- KUNM-FM
- Neurology
- Physical Plant
- Physical Plant/ Maintenance
- Project ECHO
- Project ECHO / SCAETC
- Southwest Environmental Finance Center
- Surgery
- UNM Children's Campus
- UNM Parking & Transportation Services
- UNM Project ECHO - UNM-AIDS Education and Training Center
- UNM Taos Business Office
- UNM Taos- Facilities Management
- UNM-Gallup Adult Education Program
- UNM-Taos

Spring 2021 Cohort 1 Size = 16

Learning Pathways and attendee total:

- Managing Relationships in the workplace = 9
- Project Management = 7

Participating Departments:

- Center for Digital Learning
- Emergency Medicine
- Engineering and Energy Services
- Financial Aid Office
- Financial Aid—UNM Taos
- Global Education Office
- HR Client Services
- Office of Student Affairs
- Project ECHO
- Purchasing
- Risk Services
- Student Services—UNM Taos

Spring 2021 Cohort 2 Size = 24

Learning Pathways and attendee total:

- Diversity and Inclusion in the workplace = 3
- Managing Relationships in the workplace = 13
- Project Management = 8

Participating Departments:

- Anderson School of Management
- BCAM
- Career Services
- Clinical Research Office
- Clinical Research Office UNMCCC
- College of Nursing
- Department of Psychiatry
- Division for Equity and Inclusion
- Executive Office, UNM-Taos
- General Internal Medicine
- HESS
- Information Technologies
- Institute of Meteoritics
- IT Campus Outreach & Engagement
- Neurology
- Office of Education
- Office of Educational Technology
- Pediatrics
- Preventative Medicine
- Purchasing
- Student Services
- UNM Taos- Student Services

APPENDIX C: OTHER TRAINING

Annual Mandatory Training	CY17	CY18	CY19	CY20
Basic Annual Safety Training	95%	93.5%	95.3%	83.6%
Intersections: Preventing Discrimination & Harassment	94.9%	93.4%	94.7%	82.3%
Active Shooter on Campus: Run, Hide, Fight*	95.1%	93.6%	95.5%	83.7%

*Beginning 2017, active shooter was added as part of annual mandatory training.

2017 annual mandatory training included more participants: all regular faculty and staff, temporary faculty and staff, on-call staff, and student employees (including grad students.)

APPENDIX D: TECHNICAL TRAINING AND SPECIAL PROJECTS

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

Special Projects FY21

1. Amy Winter Captivate Training/Department: University Libraries & Learning Sciences
2. Basic Annual Safety Training
3. Campus Security Authority Training
4. Center for Digital Learning LC SCORM Upload
5. Compensation Training with Compensation Manager
6. Customer Care Learning Central Training HTML5
7. Department Time Approvals (Online Course) HTML5
8. Employee Life Cycle Training Captivate
9. Ethics Course Learning Central Spanish and English HTML5
10. HR Client Services Remote Guidelines Training
11. LoboTime EOD 470 and EOD 479
12. Meditation Audio Tracks Employee Wellness
13. MyReports Training HTML5
14. New Employee Experience Captivate Template/Department: University-wide
15. New Employee Experience Vyond Videos/Department: University-wide
16. Office of Planning, Budget & Analysis
17. Open Enrollment Instructional Videos Spanish and English
18. Open Enrollment Promo Video Benefits English and Spanish
19. Originating a Labor Distribution EPAF Flash Course
20. Payroll Learning Central courses
21. Performance Evaluation sessions done on Zoom
22. Promo Video Benefits and Wellness
23. Remote New Employee Orientation Captivate Updates
24. Research Development Office Instructional Videos
25. Sexual Harassment UNM University Wide Training
26. Staff Success Days Professional Development Week: June 21-25, 2021
 - a. Total Sessions: 15
 - b. Total Speakers: 22
 - c. Total Registrations (not unique users): 989
 - d. Total Attendees at all sessions (not unique users): 672
 - e. Total unique attendees: 256
27. The Pack is Back Training English/Spanish
28. TMA Training
29. Training for Hearings
30. Upload DDI Micro-courses
31. Voluntary Retirement Incentive Option (VRIO) Benefits/Department: Benefits
32. Vyond Welcome New Employee Experience Video/Department: University-wide

APPENDIX E: EDUCATIONAL BENEFITS

Tuition Remission Statistics

Department	Academic Year 17-18	Academic Year 18-19	Academic Year 19-20	Academic Year 20-21
Anderson School of Management	\$143,978.58	\$100,435.00	\$67,845.00	\$52,730.00
Continuing Education	\$762,638.03	\$758,825.10	\$786,235.64	\$712,860.97
Continuing Med Education	\$117,623.56	\$126,513.56	\$90,423.00	\$40,346.00
Miscellaneous*	\$116,015.00	\$135,693.08	\$140,401.50	\$64,674.45
New Mexico State University	\$69,628.50	\$94,665.10	\$132,265.30	\$151,841.10
Recreational Services WOW Program	\$109,035.50	\$79,981.00	\$46,377.00	\$10,035.00
University of New Mexico**	\$3,503,867.42	\$3,558,556.13	\$3,841,411.66	\$3,831,583.04
Total	\$4,822,786.59	\$4,854,668.97	\$5,104,959.10	\$4,864,070.56

*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 17-18	Academic Year 18-19	Academic Year 19-20	Academic Year 20-21
Total	\$1,229,017.05	\$1,147,789.96	\$1,138,108.65	\$1,318,015.48

APPENDIX F: HEALTH BENEFITS**Employee Health Plan Enrollees – Active Employees**

	FY18			FY19			FY20			FY21		
	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	Lobo Health	Total
Single	1,753	507	564	2,824	1,207	496	671	2,374	N/A	490	2,445	2,935
Double	564	200	181	945	403	188	181	772	N/A	196	684	880
Family	784	257	245	1,286	648	228	269	1,145	N/A	230	994	1,224
Employee + Child(ren)	353	109	108	570	258	116	142	516	N/A	116	484	600
Total	3,454	1,073	1,098	5,625	2,516	1,028	1,263	4,807	N/A	1,032	4,607	5,639
									N/A	1,003	4,593	5,596

Benefits Enrolled – Retirees Under 65

	FY18			FY19			FY20			FY21		
	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	UNM Health	Total	BCBS	Pres.	Lobo Health	Total
Single	213	99	65	377	209	92	69	370	N/A	98	266	364
Double	59	24	15	98	61	24	18	103	N/A	22	76	98
Family	13	12	2	27	12	9	2	23	N/A	8	11	19
Employee + Child(ren)	6	3	3	12	9	4	3	16	N/A	5	8	13
Total	291	138	85	514	291	129	92	512	N/A	133	361	494
									N/A	127	362	489

Benefits Enrolled – Retirees Over 65

	FY18			FY19			FY20			FY21		
	Lovelace	Pres.	AARP	Total	Lovelace	Pres.	AARP	Total	Lovelace	Pres.	AARP	Total
Single	405	550	395	1,350	380	530	429	1,339	385	539	437	1,361
Double	190	260	200	650	175	257	226	658	171	256	250	677
Family	1	0	0	1	1	0	0	1	1	0	0	1
Employee + Child(ren)	0	0	0	0	0	0	0	0	0	0	0	0
Total:	596	810	595	2,001	556	787	655	1,998	557	795	687	2,039
									557	798	728	2,097

Flexible Spending Accounts (FSA)*

FSA Type	CY18		CY19		CY20		CY21	
FSA Health Care		1,338		1,445		1,377		1,316
FSA Dependent Care		231		263		209		177
Total FSA Participants		1,569		1,708		1,586		1,493

*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	FY18		FY19		FY20		FY21	
	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age	Total	Avg. Age
Faculty	2,391	50.68	2,347	50.33	2,366	50.32	2,389	49.98
Staff	4,875	45.69	4,896	45.38	4,918	45.07	4,889	44.76
All Employees	7,266	48.2	7,243	47.9	7,284	47.7	7,278	47.4

APPENDIX G: COMPENSATION

Type	FY18	FY19	FY20	FY21
Career Ladder (CRLDR)	16	20	26	10
Counter Offer (CTOFR)	N/A	15	15	7
In-Range Higher Level Duties (INRNG)	N/A	25	34	31
In-Range Same or Lower Level Duties (INRGP)	N/A	5	11	11
Market-based PCLASS Adjustment (PCLAD)	283***	224	299	142
Reclassification (RECLS)	136	269	190	197
Retention Offer (RTOFR)	N/A	65	71	79
Staff Only-Internal Equity Adjustment (IEQTY)	N/A	309	231	185
Temp Salary In-Range Adjustment (TPSAL)	N/A	84	89	118

*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	FY18	FY19	FY20	FY21
Evaluations Due	4,474	4,469	7,728	7,598
Evaluations Received	4,249	4,327	7,728	7,598
Percent Evaluations Received	95.0%	96.8%	100%	100%

Performance Ratings

Rating	FY18		FY19		FY20		FY21	
Goal Successful	N/A	N/A	4,304	99.5%	3,847	49.8%	3,782	49.8%
Goal Not Successful	N/A	N/A	23	0.5%	17	0.2%	17	0.2%
Job Successful	4,231	99.6%	4,307	99.5%	3,849	49.8%	3,786	49.8%
Job Not Successful	18	0.4%	20	0.5%	15	0.2%	13	0.2%

APPENDIX I: DEMOGRAPHICS**Total Staff by Gender**

Gender	FY18	FY19	FY20	FY21
Female	3,147	3,169	3,176	3,162
Male	1,728	1,727	1,741	1,726
Not Reported	0	0	1	1
Total	4,875	4,896	4,918	4,889

Total Staff by Age Range

Age Range	FY18	FY19	FY20	FY21
<=30	602	622	679	666
31-40	1,143	1,172	1,198	1,223
41-50	1,184	1,206	1,185	1,207
51-60	1,281	1,244	1,210	1,182
61-70	626	613	605	577
>70	39	39	41	34
Total	4,875	4,896	4,918	4,889

Total Staff by Ethnicity

Ethnicity	FY18	FY19	FY20	FY21
American Indian	242	233	255	247
Asian	118	104	109	126
Black or African American	102	93	88	96
Hispanic	2,003	2,048	2,097	2,104
Native Hawaiian	7	9	6	8
Non-Resident Alien	53	52	63	66
Race/Ethnicity Unknown	102	113	110	105
Two or More Races	72	80	89	96
White	2,176	2,164	2,101	2,041
Total	4,875	4,896	4,918	4,889

APPENDIX J: STAFF EMPLOYMENT

Turnover

Type	FY18		FY19		FY20		FY21	
Voluntary								
Resigned	531	61.5%	574	69.1%	493	63.9%	439	60.9%
Retired	169	19.6%	157	18.9%	150	19.5%	174	24.1%
Involuntary								
Released*	71	8.2%	53	6.4%	48	6.2%	38	5.3%
Relieved**	50	5.8%	33	4.0%	52	6.7%	27	3.7%
Layoff	29	3.4%	5	0.6%	10	1.3%	25	3.5%
Discharged	7	0.8%	4	0.5%	9	1.2%	6	0.8%
Deceased	7	0.8%	5	0.6%	9	1.2%	12	1.7%
Total	864		831		771		721	
Annual Rate***		17.7%		16.7%		15.7%		14.7%

*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.

Total Staff Hires

Type	FY18	FY19	FY20	FY21
Competitive Hires	1,015	1,107	419	326
Alternative Appointment Hires	90	73	22	27
Total Regular Hires	1,105	1,180	441	353
On-Call Hires	404	278	52	46
Temporary Hires	84	46	12	19
Total of All Hires	1,593	1,504	505	418

UNM Temps Placements

Location	FY18	FY19	FY20	FY21
Main/Branch	254	263	80	42
HSC	122	112	15	12
Total	376	375	95	54

2021 ANNUAL REPORT

Information Technologies

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OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

Mission

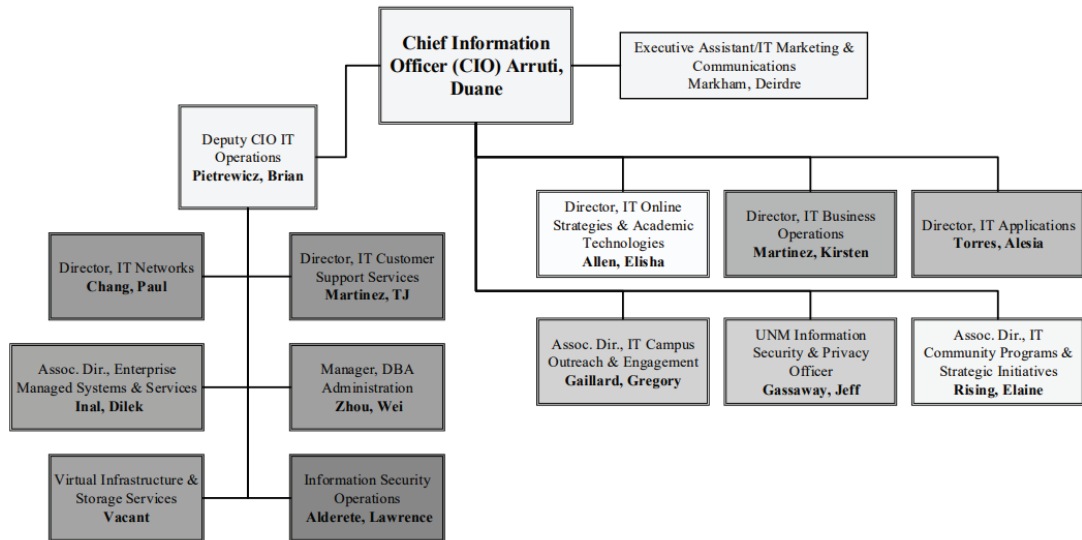
UNM IT provides effective and efficient information technologies and services to advance UNM's educational, research and service missions.

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

CIO and Deputy CIO
September 2021





2021 Annual Report

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I. EXECUTIVE SUMMARY

FY21 marked the continuation of support for the entire campus by UNM IT during a period of extended remote operations. The Office of the CIO credits UNM IT's foundation of execution, a set of architectures, technologies and processes that were purpose-built to allow for rapid delivery of value to our user community, as the basis for our continued success during this period. UNM IT was required, as part of COVID response, to rapidly respond to needs for a wide range of new and enhanced products and services, which had to be done effectively and efficiently due to high demand on limited resources. UNM IT relied, where possible, on highly configurable solutions that were designed to be flexible and adaptable. This allowed us to reduce significant resource requirements associated with customized systems designed and built from scratch, and allowed us to quickly respond to needs. Time and resources were saved through re-use, thoroughly documented systems, and repeatable processes with monitoring and auditing to ensure quality.

During 2020/2021 UNM IT focused not only on our technological foundation of execution, standard processes and solutions, but also on people. Support for remote work required clear prioritization and decision-making, and a common framework. UNM IT relied upon cross-team collaboration, clear direction and communication to the people responsible for rapid development and implementation, and most importantly, caring for each other by focusing on a respectful campus with compassion and understanding for ourselves, our teammates and our community.

UNM IT prioritized safety and Tier 1 employee protection during 2020/2021, while transitioning campus to virtual environments that protected the security of data and information. Clear, consistent and effective communications to internal and external constituents were prioritized along with speed of innovation in the development and implementation of new products and services. UNM IT was proud to facilitate continued effective operations and academic processes in the midst of such extraordinary challenges. The Office of the CIO appreciates our dedicated staff who went above and beyond expectations, month after month, to accomplish what can only be called heroic achievements.

The results have been impressive. The 100-year-old campus model changed to learn/work from home in 2 weeks in March, 2020, which continued through all of FY2020/2021. 7,000 Zoom meetings in all of 2019 became 660,080 in 2020. MS Teams meeting use went from zero to 5,500 campus-wide meetings per month. Seventeen new COVID applications were rolled out, some within 24-48 hours, creating 1,988,519 interactions with these applications over the last year. 4,026,740 minutes of video was uploaded to our service provider, Kaltura, and 106,640 minutes of video was professionally captioned. Now that the campus has adapted to these new services and demand is not expected to lessen, even as we return to campus.

Budget Summary:

UNM IT's operating budget for FY21 totaled \$33M. The primary sources of funding for UNM IT include sales and service revenue (41%), I&G (29%), and student fees (6%). 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 (\$19.5M), annual software licensing fees (\$5.2M), 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. During FY21, 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 three projects totaling \$9.2M. UNM IT also received Governor's Emergency Education Relief (GEER) funding as a result of a collaborative proposal with the Consortium of Higher Education Computer/Communications Systems (CHECS) organization.

II. SIGNIFICANT ACCOMPLISHMENTS

COVID Response. For the safety of campus, UNM IT created a platform system that can scale to meet the various needs of information gathering, workflows, approvals and reviews of the symptoms, vaccinations and contact impacts across campus and branches. The various functions include:

- Facility Re-Open Request and Approval
- COVID Daily Screening of Employees
- COVID Daily Screening of Students
- COVID Daily Screening of Campus Residents
- Events Request and Approval Process
- UNM COVID Testing Site (Administration, Check-in and Scheduling)
- COVID-Safe Practices compliance audits of opened buildings
- Building Entry Tracking
- Reporting Dashboard (public, Department of Health and internal Administration)
- Rapid Response Team System to track infections, contact and impacts

IT Rewards and Recognition (Incentive Program). UNM IT implemented a CIO Rewards and Recognition Program to recognize UNM IT staff and student employees who 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 2020, we held the 1st annual CIO rewards and recognition event and honored 34 IT staff nominees and 12 IT student employee nominees.

IT Building Modernization and Space Updates. In an effort to facilitate collaboration and improve employee working spaces, IT Building 153 underwent remodels in various areas within the building, including a significant remodel of our Main Lobby and 1st floor to accommodate a move of IT Customer Support from their old location, building 255, to building 153 as a result of the new University Hospital tower construction. The main IT building will be undergoing continuous improvements during FY22, including renovation of two restrooms with FY22 FIN allocated funding.

IT Mural Completion – Can You Hear I.T. by Dr. Taylor Spence. UNM IT commissioned Can You Hear IT? - an oil painting mural, to be permanently installed in the IT Building 153. Dr. Taylor Spence, artist and historian, and a prior postdoctoral fellow in UNM's Department of History, created the plan for this mural in collaboration with IT staff. Work commenced in August 2020 and the project was completed in January 2021.

GEER Funding – State-wide Higher Education Technology Collaboration Award. 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 funding. GEER funding received totaled \$2,315,204 which was distributed by the University of New Mexico, acting as fiscal agent for the award, to 30 institutions within the State of New Mexico in support of various spending priorities as identified in the original CHECS GEER proposal.

Capital Project GO Bond Funding. General Obligation bond (GO Bond C) was approved by the voters in Fall 2020. UNM IT has 3 projects totaling \$9.2M included in this funding. This effort will focus on renovating and upgrading UNM's highest priority classroom spaces, serving from 2,500 to 3,500 students each semester. Additionally, the bond funding will focus on addressing Wi-Fi upgrades and expansion for continuous, high-speed wireless coverage across UNM's campus, and campus fiber renewal, and edge switch equipment refresh.

Classroom Improvements. Using a combination of legislative appropriations and salary savings, UNM IT installed networking and equipment to support remote participation and lecture capture in UNM's 150 centrally scheduled classrooms. This included support for large lecture halls, a basic "lifeboat" installation to support instructional continuity during COVID, and more involved "Hyflex" classroom builds that allow remote participants a greater sense of presence in the space. The addition of these technologies facilitated a limited return to classroom instruction beginning with the Fall 2020 semester and supported social distancing and remote options for students who could not attend in

person. This project was unprecedented in its scale and short timeline to completion. With consideration of the need to also overcome supply chain disruptions, and COVID-safe work processes that were still being developed, completion of this project was simply an astonishing achievement.

UNM Learn Learning Management System (LMS). In preparation for the Fall 2020 semester, UNM IT effectively scaled the hardware for the Learning Management System to support a 59% increase in the maximum number of concurrent connections. On top of increased workload to support UNM's shift to Remote Instruction, the Learning Management Systems Team conducted an extremely inclusive and transparent Request for Proposal (RFP) process to select UNM's next Learning Management System, Canvas. Implementation tasks began immediately after making the selection with a target of full implementation by Fall 2022.

Student Technology Fee. During FY22 budget development, a recommendation to consolidate the online course fee with the existing student technology fee for Main and HSC students was approved, effective Fall 2021. UNM IT services in support of students funded through this fee include student lab/classroom support, course evaluations and surveys, test scoring, student employment opportunities and student use software. Additionally, as part of this student technology fee, we are able to fund the recurring cost of the new learning management system, Canvas, online proctoring, and technology refresh for the Center for Digital Learning (CDL) and Center for Academic Program Support (CAPS). Departmental funding for UNM Online and the Center for Teaching and Learning that had previously been covered by the online course fee are now covered by the Student Technology Fee, resulting in a simpler and fairer fee structure for students.

UNM Zoom. During the 2020/2021 fiscal year, Zoom moved from a relatively unused service that hosted about 7,000 meetings/year, to a critical piece of university infrastructure. As the word Zoom shifted from a proper noun to a common verb, UNM IT completed a significant body of work to fast track establishing it as an enterprise service. This included process and policy development, support documentation and training, and the application of security controls. To highlight just one element of that work, UNM IT partnered with the Division of Equity and Inclusion, UNM Police, and others to develop guidelines to prevent unwanted behavior and support victims of trolling, doxing, and Zoom bombing. Over the last 12 months, UNM Zoom supported 21,629 licensed users and 4,784,439 meeting participants in 262,418,258 minutes of Zoom meetings. As an integrated system with the Learning Management System, and also a standalone system, Zoom supported everything from instruction to Regents meetings, conferences and webinars, and research/administrative meetings. The media team led resolution of 13,254 requests for support, service requests for existing services, requests for new or expanded services, and incident/problem reports associated with media and collaborative application support in the last year (mostly Tier 2 and above).

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 cornerstone of UNM's instructional continuity plan, Kaltura facilitated 20,782,303 minutes of viewed lecture content and allowed for on-demand access to that content for students with internet connectivity problems or life circumstances disrupted by the pandemic. Kaltura is used by all academic units, colleges, and branches through a contextual integration with the Learning Management System and a best-of-breed integration with Zoom to provide a scalable approach for managing recordings of meetings and lectures.

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. The new captioning tool provided basic machine captioning for all videos delivered by Kaltura by default. Through a fee for service, UNM IT worked with UNM Online and the Accessibility Resource Center to provide human captioning for 5,734 media files (106,640 minutes of captioned video) with 99% accuracy to meet ADA Requirements.

Laptop Checkout and Internet Connectivity Assistance. In support of students who did not have adequate computers or Internet Connectivity, UNM IT continued to support a new short- and long-term student laptop checkout program. Using a combination of departmental and Governor's Emergency Education Relief (GEER) / CARE funds, UNM IT purchased 400 laptops in support of this initiative. For Fall 2020, UNM IT made long-term checkouts of 183 laptops and 33 hotspots to students with demonstrated financial need. The program continued through Spring 2021 with checkouts of 117 laptops and 22 hotspots, and Summer 2021 (Through June 30), 25 laptops and 4 hotspots.

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.

Identity and Access Management (IAM). UNM IT implemented an enterprise commercial IAM solution intended 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 and patching, and improved password reset capabilities. End-users are now empowered to reset their own passwords using a registered cell phone eliminating the need to call the IT Customer Service Desk.

Multi-Factor Authentication (MFA) for all Named Users. UNM IT enabled MFA for all person accounts to defend against account compromises. From August of 2019 through

March of 2021, over 2000 UNM accounts were compromised, primarily via phishing. Since MFA was enabled over four months ago, only 26 compromises have occurred. The University has implemented MFA on 27 additional services including highly visible services including Direct Deposit, HR Benefits, TouchNet, Microsoft 365, Adobe Creative Cloud, Zoom Video. UNM IT intends to apply MFA to all enterprise applications and systems within the next calendar year.

MFA for Systems Administration and Server Logins. UNM IT implemented MFA for all servers within the enterprise datacenter. MFA is now required to login and administer servers within the enterprise datacenter. MFA is also required to administer the M365 service.

Controlled Unclassified Information (CUI) in the Software-Defined Data Center (SDDC). UNM IT allocated a portion of its Software-Defined Data Center (SDDC) environment, also known as ‘LoboCloud’, for hosted services intended to store, collect, transmit, or otherwise process Controlled Unclassified Information (CUI). This environment will be highly secured meeting the National Institute of Standards and Technology (NIST) 800-171 requirements. With automation capabilities of SDDC, users can expect faster deployment times for their CUI-related services while meeting CUI compliance obligations.

Server Migrations into Software-Defined Data Center (SDDC). The SDDC includes full-stack network and security virtualization, with features that include micro-segmentation, a capability that allows application workloads to be isolated from one another. UNM IT has migrated approximately 50% of systems within the enterprise data center to the SDDC. Over the course of the next calendar year, IT intends to migrate all systems within the enterprise data center to the SDDC.

Continuous Vulnerability Management. UNM IT has launched an effort to mature and greatly expand the continuous vulnerability monitoring service which includes re-implementing an exist 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).

Cybersecurity Maturity Model Certification (CMMC). UNM IT closely monitored developments in the Department of Defense CMMC program, as it moves closer to full implementation, and assisted UNM’s Office of Vice President for Research and Office of Sponsored Projects in implementing interim compliance processes to help manage risks to Unclassified defense contract work performed by UNM Principal Investigators (PIs).

Health Insurance Portability and Accountability Act (HIPAA) Compliance for Main Campus Components. Facilitated four HIPAA risk assessments of main campus components of UNM's HIPAA environment, and assisted in planning next year's assessments. These assessments assist UNM in forecasting and managing foreseeable risks.

Credit Card Processing Industry Regulations (PCI) and Credit Card Purchases. Collaborated with UNM's Controller areas to assess the UNM PCI compliance program deliverables from UNM's campus-wide 2015-2018 point-in-time PCI Compliance project and implemented additional improvements. Collaborated with UNM Purchasing and Campus Outreach and Engagement, among other stakeholders, to overhaul UNM's processes for purchasing IT goods and services, resulting in dramatically shorter times to process risk assessments.

University Information Privacy Policy and Program. The UNM President's Ethics Committee Report identified information privacy as a critical issue and created a task force. UNM's Information Security and Privacy Office is leading the task force to implement an institutional Privacy Policy and Program.

UNM Website Hosting Service. UNM IT updated the platform that departments and research use to host their departmental websites.

Facilities Asset Management Information System (FAMIS) Cloud/AppTree Implementation. UNM IT migrated the FAMIS Classic to the version hosted by then vendor, Accruent. This also included an implementation of the mobile application, Apptree, for mobile and desktop that tracks and updates inventory at the university.

Rewrite of Chart of Accounts. Rewrote the Chart of Accounts Management Application (Banner 8 Form) to prepare for the de-support of Oracle forms/reports at the end of the year.

Tuition Calculator. Implemented a user-friendly tuition calculator similar to what Arizona State University has that allows students to estimate their tuition based on residency status, student status, location and other factors.

Adobe Sign. Replaced the existing enterprise electronic signature system (DocuSign) with Adobe Sign.

Science, Technology, Engineering and Math (STEM) Women and Minority Workloads. ADVANCE Grant (Women and Minorities in STEM) worked on a number of different approaches to document faculty workload related to students, committees, etc. The ability to track faculty workload, as either serving on graduate student thesis and dissertation committees, or chairing those committees, will be beneficial in analysis of faculty time commitments and overall workload balancing. Student committee service tends to become invisible in faculty work schedules. This data will be invaluable to ensure that the organization meets diversity requirements within enterprise search committees.

TargetX Salesforce Customer Relationship Management (CRM) Implementation.

UNM IT implemented this admissions application in collaboration with Enrollment Management for Undergraduate Admissions with portal, form and integration to Banner.

Microsoft Teams for Campus. UNM IT created the process to expand the use of Teams to campus wide as an enterprise service.

Outdoor Wireless Expansion. UNM IT provided external wireless coverage for parking lots G, RIO, and R lot outside building 153. This was to facilitate wireless coverage for UNM Students and the local community affected by the school closures during COVID, that may not have had internet connectivity at home. Provided external wireless coverage in parking lot C, outside building 144 to facilitate COVID student testing and vaccination provided by UNM SHAC. Provided secure wireless connectivity for the Covid shot clinic at the PIT to allow the Albuquerque community at large to get vaccinated.

Cabling Infrastructure Reroute in Lieu of UNM Hospital Tower Construction. Due to the volume of UNM facilities that occupied the New Hospital tower site, UNM IT served as a primary stakeholder. Networks Facilities provided institutional knowledge during the Phase 1, 2 and 3 design phases. Networks Facilities also provided work around requirements for the protection of existing cabling and services. Information provided by Networks Facilities was a primary factor in avoiding service outages that could disrupt the Missions of UNM, UNM Hospital and Health Sciences Center. A primary backbone copper communication's cable and a primary backbone optical fiber cable was rerouted to make the site ready for demolition of the old Physics and Astronomy Building.

A new demarcation point was constructed in the UNM Cancer Center that will serve as a new communications service provider entrance point into the University. Initially a new Building Entrance Agreement was completed between UNM and Lumen (CenturyLink). Networks Facilities working with UNM Real Estate, provided the technical and construction requirements for this agreement. Afterwards it provided the design requirements and oversaw the installation and construction optical fiber provided by Lumen.

Cancer Center to Zone Hub/PBX Optical Fiber Project. UNM IT Networks Facilities constructed primary optical fiber routes to Networks zone hubs at BBRP, Centennial Engineering, PAIS and MCM. In addition, primary optical fiber routes to the PBX's at BBRP, CTSC, and Novitski Hall. This project provides direct connectivity from the new demarcation point to the zone hubs and PBX's. It also provides resilience from potential damages caused by construction or vandalism. The new fiber eliminates multiple points of failure and provides increased bandwidth that will support new data and video applications.

Albuquerque Gigabit Point of Presence (ABQ GigaPOP or ABQG) Routers Replacement Phase I. ABQG routers served as state-wide higher education and research institutions aggregated point for both in-state traffic exchange and out-of-state on-ramp for regional and national research and education backbone. The routers are

close to end of life for vendor support. The equipment refresh and replacement provides for capacity growth and increased performance for higher education, government agency, and tribal consortium customers. The phase I covers one of two major metro operations.

Enterprise Virtual Private Network (VPN) Service Improvements. Access controls for VPN modified to improve the security posture of remote access to UNM networks including the datacenter.

Voice Services. Limited softphone deployment during COVID limited operations which enable business continuity along staff protection. Major Contact Center and Interactive Voice Response re-programming during special COVID requirements. Major PBX room power and environmental maintenance and upgrades.

Code Blue Phone and 5G Hotspot Implementation. UNM IT partnered with Real Estate and Verizon to establish 40+ code blue phones across central and north campus for campus safety. These locations not only provide emergency call services to campus communities, the construction build-out to these locations also increases campus cabling plant accessibility to these locations.

Team Integration. While the initial phase of remote operations highlighted Campus Outreach's ability to quickly adopt new tools and procedures, the following six months of isolation revealed the cost and fragility of crisis-driven standards which were questioned by restless area faculty and staff. At a time when purchasing equipment as needed became near impossible and security incidents shaped the IT landscape for the next few years, we needed to revisit core strategies and commit to deeper integration of service delivery methods and accountability that would ensure future efforts would withstand organizational change.

The Purchasing Risk Assessment process had been under development since before the pandemic where the approach had drifted. To resolve the paradox of a process without ownership, ISPO, Security and Campus Outreach resolved to streamline the process by learning the fundamentals of the Privacy & Security Questionnaire (PSQ) and process together and sharing insights as small groups tackling like projects. The approach worked well enough to receive full support from Purchasing where the steps taken from backlog to near policy level refined process served as a model for future alignments and integration with service owners.

Digital Day Camp. UNM IT teamed up with True Kids 1, www.truekids1.org, [Adobe](#), [LANL Foundation](#), and the [New Mexico Public Education Department](#) to offer a free Digital Day Camp for youth ages 8 - 18. UNM provided consultation regrading: privacy, security, compliance, and served as lead role in designing a long-range sustainable account provisioning plan with Adobe and Privo, a Cloud management company; and provided technical support during the start-up of the camp sessions. This inaugural work was the foundation for a collaboration with TrueKids1 to further our Kindergarten-graduate degree (K-20) statewide digital literacy initiative.

Pathways K-20: UNM IT + Taos Municipal School District + College of Education + Center for Teaching and Learning (CTL). UNM IT introduced the idea of placing UNM prospective teachers and Center for Academic Program Support (CAPS) tutors into virtual classrooms in the Taos Municipal School District (TMSD). UNM IT then served as liaison to CTL and College of Education who are working with TMSD to pilot a virtual teaching and tutoring model. UNM IT provided targeted training and technical support for this initiative. Additionally, a parent/family technical training and support component to this pilot was developed. During this same time period, UNM IT served as the liaison and technical support between Penasco School District and the UNM College of Education and Human Sciences to offer an introductory Canvas workshop for Penasco teachers.

UNM IT and UNM Taos. UNM IT and UNM Taos collaborated on the exploration and implementation of the use the Adobe Creative Cloud tools in curriculum and pedagogy. In addition, we worked on the expansion of virtual dual credit opportunities that can lead to alternate credentials, AA degrees, university study, as well as career opportunities. All of our collaborations here involved technology, access and training.

NMHACK 2020. UNM IT collaborated on creating a multi-tiered hack-a-thon which will involve undergrad mentors with some level of coding experience mentoring high school students new to Computer Science during a hack-a-thon on Oct.18th, 2020. The goal was to build a self-sustaining hacker community across the UNM and New Mexico colleges, universities and high school campuses by designing an annual NMHACK in partnership with Major League Hacking www.mlh.io and nonprofit education partners. This was a virtual experience delivered by Major League Hacking. We targeted students from schools in northern New Mexico to create a recruitment strategy through community connections in computer science.

Enos Garcia Elementary School, Taos, New Mexico – Entrenar A Los Entrenadores: Navegando Tecnología en Nuestro Escuelas. In partnership with Academic Technologies, a virtual technology support mini-course was co-designed and delivered by two UNM Academic Technology student employees to Enos Garcia Elementary School staff and families in Taos, New Mexico. This mini-course was offered in both English and Spanish.

Information Technology (IT) Comprehensive Plan: From Home to School for American Indian Populations. UNM IT collaborated on the development of a New Mexico Legislative funding request 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.

College of Education & Human Sciences (COEHS) Noncredit Teacher Education Modules. A collaboration between UNM IT, Academic Technologies and the UNM COEHS was launched Fall 2020. UNM IT served as the lead on a proposal to the New Mexico Assistant Secretary for Indian Education in support of the development of three noncredit teacher education modules for virtual delivery. The modules were developed by COEHS and were part of a University Canvas pilot.

Adobe Creative Community: A UNM Creative New Mexico! Native Digital Inclusion Partnership. This partnership between UNM IT and New Mexico Native communities created shared environments in Preschool-graduate degree continuously-learning environments between the University of New Mexico and Native communities, schools and organizations. We utilized the creative use of technology/Adobe Creative Community tools to grow a digitally inclusive Native New Mexico that advances work, learning, cultural perpetuation and cutting-edge preparation of Native students to meet digital literacy benchmarks needed for pathways to college and 21st Century professions that do not yet exist.

Mobile App Contest. The Office of the Chief Information Officer at UNM 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. UNM IT hosted the 12th annual, and 2nd completely virtual Tech Days, encompassing three days, and including 17 live and 15 pre-recorded sessions. 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.

III. FUTURE PLANS

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 Use Policy and Software Asset Management (SAM) Process. Develop a software asset management process to ensure the effective management, control, and protection of the software assets within UNM throughout their lifecycle.

IT Compensation Strategy/Comprehensive Review of IT Positions. In collaboration with UNM Compensation, evaluate IT position classifications, conduct market rate

analysis, and make recommendations for retention offers utilizing HR's new pilot process.

IT Building Modernization and Space Updates. In an effort to facilitate collaboration and improve employee working spaces, IT Building 153 will be undergoing continuous improvements during FY22, including renovation of two restrooms within the building.

Endpoint Detection and Response (EDR). As required by its cyber-insurers, the University will implement EDR. A software agent will be loaded onto all 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. The EDR implementation will commence during the fall with the detection capability enable by default. Ongoing monitoring of alerts, as well as policy creation and maintenance will be performed where applicable, as needed.

Email Authentication Enhancements (Sender Policy Framework – SPF). As required by its cyber-insurers, the University will implement SPF, 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 SPF implementation will include measures to ensure that UNM email can only originate from authorized UNM mail servers. SPF will significantly reduce the amount of abusive email being received by UNM community members.

Email Security Enhancements (Anti- Spam/Phishing/Malware Filtering). The University will implement features included in Microsoft's Defender for Office 365 suite to safeguard the LoboMail service. Important features include safe links and safe attachments. 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 payloads transmitted via email attachments; a common attack vector used to compromise UNM computing assets. As Microsoft continues to improve the Microsoft Office 365 service, components such as Defender for Microsoft Office 365 will be continually improved, which will help to protect the University from new and emerging threats.

Continued migration of all services to MFA. The University has implemented MFA on twenty-seven (27) additional services including highly visible services including Direct Deposit, HR Benefits, TouchNet, Microsoft Office 365, Adobe Creative Cloud, Zoom Video. Over the course of the next calendar year, UNM IT (Platforms) intends to implement MFA on all remaining enterprise services.

Network Security Enhancement Program. The ISPO and UNM IT launched a joint effort to evaluate the University's existing network design and associated network security controls. This multi-year effort will focus on optimizing UNM's existing network security technology and enable the University to implement a deny-by-default firewall configuration. Additional enhancements will include but are not limited to deploying a set of default firewall rules to all enterprise firewalls; leveraging threat intelligence data from UNM's threat intelligence platform for policy enforcement; migrating intrusion detection/intrusion prevention to the enterprise firewall; and forwarding security event data to UNM's operational intelligence platform.

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.

Platform as a Service (PaaS). UNM IT is developing a PaaS environment for host enterprise applications and web services. PaaS will utilize containers to allow for micro services. The environment will segment applications into their own full stack allowing for separation of workloads security and reliability purposes. PaaS will also enable infrastructure as code for rapid deployment of applications.

Security LoboCloud. UNM IT is in the process of making components of UNM private cloud (LoboCloud) NIST 800-171 compliant to improve the overall security posture and to meet federal government compliance regulations. This initiative is designed specifically to meet research hosting needs but will be available to host all workloads.

Oracle Forms and Reports Conversion. UNM IT will migrate and rewrite any forms and reports written for Banner utilizing Oracle Forms and Reports by December 31, 2021 due to vendor de-supporting the product

New Course Catalog and Curriculum Workflow System. UNM IT will replace current custom developed application that is no longer a UNM IT standard-developed technology with a commercial off-the-shelf system awarded through Request for Proposal (RFP) to start in November 2021.

Workday Adaptive Planning Budget/Forecasting Tool. Implement financial planning tool to help UNM with strategies. Focus on cash projections, debt projections, operating outcomes. Provide UNM leadership with robust information to provide what-if scenario analysis to improve planning. Future potential for enrollment planning, facility planning.

Unified Enterprise Data Warehouse and Master Data Management. Implemented the integration and Application Programming Interface (API) toolset from an outside vendor

in FY20 and will focus efforts on the Master Data Management component and the creation of an Enterprise Data Warehouse for use across campus.

Integrate UNM Bookstore with Banner. Currently, the students have to navigate to a different system (Bookstore) and create a new login credentials to select a textbook. By integrating Banner Registration application with the Bookstore, students will be able to review, select, and buy the desired textbooks during the registration process.

Campus Map Implementation. Innovate the current campus maps (PDF, web) with a more attractive and accessible solution that will provide a better experience to our users (visitors and others). The project's primary goal is to replace the core map functionality with other features (e.g., tours, parking tracking, etc.) as future goals.

Implement Capital Project Management Software. The Office of Planning, Design & Construction (PDC) 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. PDC seeks a Design and Construction Project Management Software for use in our public university setting that will seamlessly integrate capital project data with institutional financial systems for these purposes: Internal department use in project management and financial tracking; Reporting to executive leadership.

Lobo Check-In Implementation for Student Affairs Offices. 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.

Student Experience Portal Dynamic Implementation. The Provost Office and IT are working collaboratively with the different administrative and academic units across campus and branch campuses to review and improve the university experience for UNM students. This project helps to identify the current communication challenges and what we can do as an institution to address them through myUNM.

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.

College Scheduler. Implement a scheduler product 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.

ABQG Routers Replacement Phase II. ABQG routers served as state-wide higher education and research institutions aggregated point for both in-state traffic exchange and out-of-state on-ramp for regional and national Research & Education backbone. The routers since close to end of life for vendor support. The equipment refresh and

replacement provide capacity growth buffer and increase performance for its connected contingency, higher education, government agency, and tribal consortium alike. The phase II will conclude routers replacement on this five-year refresh cycle.

Edge Switches Replacement. Utilized previously proposed general obligation (GO) bond fund to replace roughly 800 campus edge switches which serves building level connectivity has either reached end of support or end of life status from manufacturing vendor list. The switches will ensure service resilience, higher performance, throughput and also enable next generation of ubiquitously required high speed wireless connectivity. Project will be conducted in phases over multiple years to complete.

Enterprise Firewalls Service Consolidation. Consolidate functionalities of multiple single purposed campus firewalls into enterprise-wide centralized-management units for higher performance, automated managed platform.

Campus Fiber Refresh. Part of GO bond-funded project to construct optical fiber networks on central campus. This work will focus on installing high speed optical fiber networks to support education by replacing 30+ year-old fiber and interconnecting the campus. The current outdated structure is prone to damage and can no longer meet computing and service requirements. Design phase and implementation phase are scheduled over multiple years.

Enterprise Voice Services Core PBXs (Private Branch Exchange) Upgrade. This major PBXs currently support 25,000 phones on UNM campuses, branch campuses, Health Science clinics and UNMH is due to be refresh for business continuity. The upgrade will both consolidate hardware and create management efficiency. Design phase will take place in FY22 and implementation afterwards.

Hosted Softphone Solution Pilot. Current softphone solution relies on virtual private network (VPN) integration with limitations. The pilot project is to test cloud-based softphone solutions that can be widely adapted without VPN access as its requirement.

Complete Migration from UNM Learn to Canvas Learning Management System. By Fall of 2022, UNM IT will complete migration from UNM Learn to the new Canvas system. As a key piece of infrastructure supporting the majority of instruction, this is a major undertaking involving significant work to update integrations, develop policy and practice around the use of the new system, provide training and support for faculty and students, migrate course content to the new system, and provide for long-term archive access to content previously hosted in UNM Learn. Beyond the day-to-day management of existing systems and services, the migration to Canvas will consume the majority of time for the Learning Management Systems team as well as the Media & Collaborative Applications Team through August 2022.

Classroom Renewal and Facilities Asset Management Program. Through Building Renewal and Replacement funds and legislative appropriations such as the GO Bond, UNM IT intends to work with UNM Scheduling, the Provost's Office, and Planning Design

and Construction to make strategic investments in existing classroom spaces while also planning for reduction in campus square footage of 300,000 square feet (5%). This work includes modernization of Synchronous Online (ITV) Classrooms, some computer labs, and other centrally scheduled classrooms that are in disrepair.

Remote and Hybrid Working and Learning Environments. UNM IT will work to formalize and stabilize adaptations and innovations supporting remote and hybrid working and learning environments including continued investment in classrooms and meeting spaces to support blended meetings, greater cross-team collaboration to handle expanded demand for IT services in the new normal of mixed on and off-campus participation in classes, events, and meetings.

Transformation of Computer Labs. UNM IT will make continued investments in computer labs across campus to adapt them to a more modern model supporting communication and collaboration. This effort includes the launch of the Zimmerman Creative Commons space in January of 2022, and plans to update the Engineering, Science, and Computing (ESC) pod among others. Efforts promoting the student laptop checkout program and universal laptop access by students is in support of these efforts.

Refine the Standards Committee Membership and Roles. At least two members of the committee will regularly meet and work in concert with UNM IT Enterprise Managed Systems and Services (EMSS) and other teams to ensure that hardware standards become a lifecycle management strategy with a focus on problem avoidance and preventative upgrades and maintenance. Every effort must be made to help areas integrate the value of technology maintenance planning and align current and expected needs with timely solutions.

Refine and Enhance Centralized Student Employee Management Program. Evaluate new ways for areas to invest in the centralized student employee management program (currently known as DSS). The next steps to leverage existing area commitments has been welcomed by several departments and with a bit more advocacy from leadership, the program should find itself wanting for takers or employees again. Currently one employee oversees the program, where another should be added as backup and additional perspective.

Creation of Cross-Level 3 ITOs to Support Broad, Common Mission Initiatives. The 'Education ITO' currently under development will align common goals and strategies from Level 3 organizations that may not have an ITO structure and will benefit from the support structure as well as the link to the initiatives defined in the UNM IT Academic Technologies Director and Provost's office. A companion ITO for administrative initiatives and branch/state-wide initiatives could follow.

Adoption of Team Goals in Performance Evaluations that Highlight Active Integration and Accountability. Refined goals from several years ago will be posted to ensure that everyone participates in the way that serves the whole. Establish UNM IT as an inclusive and coordinated team committed to cultivating IT Efficiency and

Effectiveness values across campus. Ensure measurable adoption of common support and service delivery tools and procedures.

NMHACK. UNM IT will partner with the UNM Computer Science Department on the development of NMHACK as an annual computer programming competition for high school students in New Mexico. The competition will be hosted by the University of New Mexico. The goal of the competition is to promote engineering, science and technology amongst New Mexico students and encourage them to pursue a higher-level education in these high-tech areas.

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

UNM Online Bridge Course Partnership. UNM IT will partner with UNM Online through our Native Digital Inclusion Project to co-develop and deliver Accelerated Online Program bridge courses in Native communities.

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.

IV. APPENDIX

Customer Support Service Desk

- Phone Assist: 39,778
- Walk-in: 13,000
- Self Service: 11,416
- Fastinfo: 828,000
- Password Change: 9303
- First Call Resolution (FCR): 66%
- FCR Minus Infrastructure: 69%

Zoom Usage Data from the last 12 months:

- 21,629 Licensed Users (Meeting Attendees)
- 13,254 Active users (meeting hosts)
- 660,080 Meetings
- 4,784,439 Meeting participants
- 262,418,258 Minutes of Zoom Meetings
- 785 Webinars
- 64,031 Webinar participants

- 39,321 Meeting Recordings

Kaltura usage numbers from last year:

- Number of times a media file was played: 1,991,133
- Media files played: 87,785
- Total individual viewers/users: 30,327
- Unique Content Contributors/Creators: 10,449
- New Media Files Added: 126,360
- Minutes of media viewed: 20,782,303
- Total Storage: 74TB
- Total number of media files stored in the system: 220,014
- Total Minutes of media content stored in the system: 4,026,740

UNM IT Landline, Cellular Telephone, and Pager services. The overall total of phones in use fluctuates frequently throughout the year and across years. Currently, there are over 18,000 landlines and 1,000 cellular phones.

2021 ANNUAL REPORT

Institutional Support Services

iss.unm.edu



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

Mission

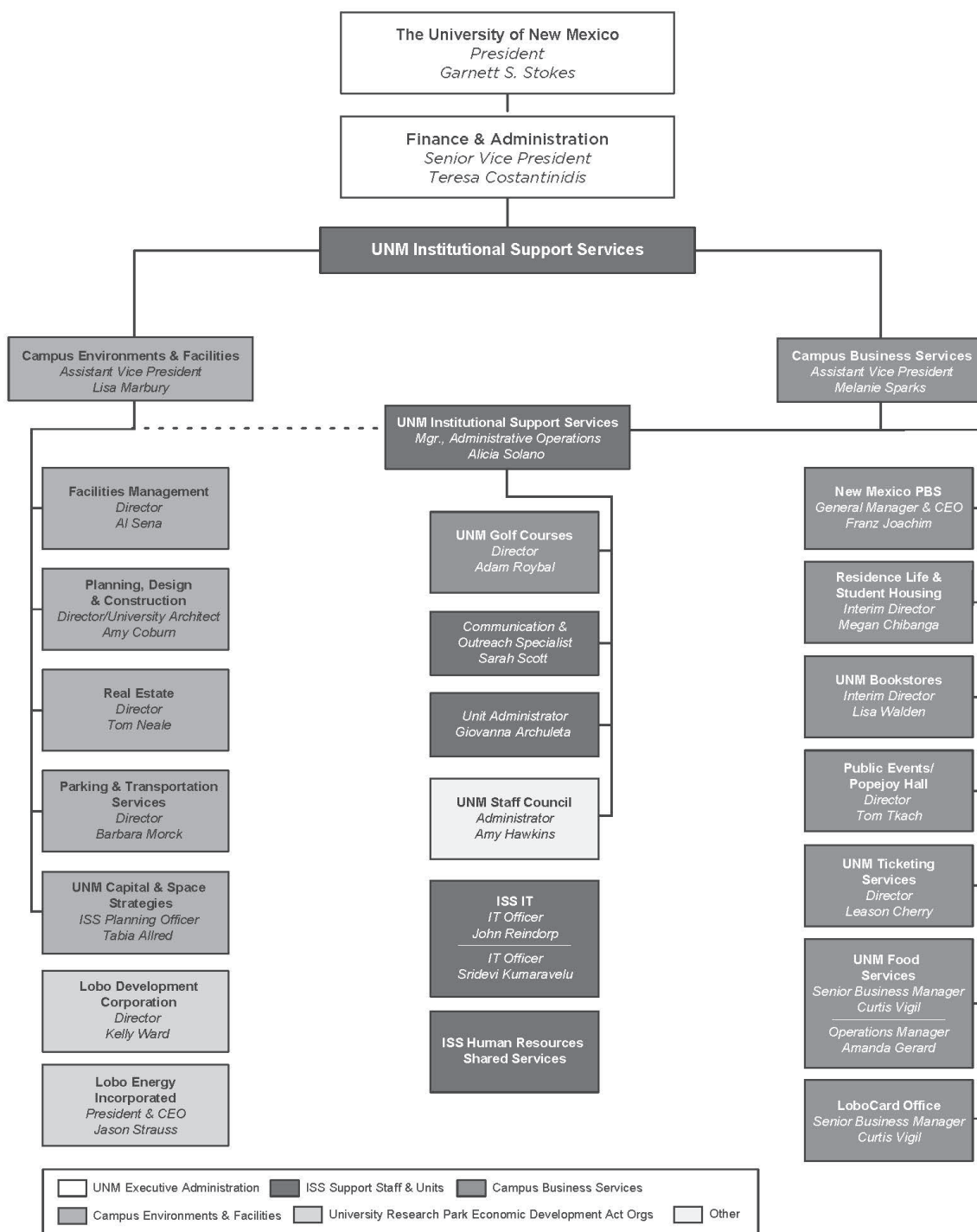
Institutional Support Services (ISS) delivers seamless services and programs for students, faculty, staff, visitors, and patrons through UNM Business Enterprises, Real Estate Development, and Facilities & Campus Planning groups with a focus on competitiveness, outstanding customer services, sustainability 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

UNM's Institutional Support Services Organizational Structure



Effective: 6.30.21

2021 Annual Report

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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. In October 2020, Associate Vice President, Chris Vallejos, retired and ISS reorganized under two Assistant Vice Presidents – Lisa Marbury and Melanie Sparks. The reorganization was effective November 2020 and two distinct divisions were created within ISS:

Campus Business Services

New Mexico PBS
Residence Life & Student Housing (RLSH)
UNM Bookstores
UNM Public Events/Popejoy Hall
UNM Ticketing Services
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 lead by Melanie Sparks and Campus Environments & Facilities is lead 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. Along with this reorganization, ISS also partnered with UNM Human Resources (HR) to create and implement a shared services agreement for HR professional and consulting services across ISS departments. This helped to streamline services and provide critical backup and support in various HR functions and activities. Additionally, ISS added a Unit Administrator 1 position to assist the VP Office with various administrative and fiscal functions, as well as, HR transactions.

Overall, FY21 continued to present some unique challenges for our departments, but they were able to demonstrate resilience and frequent adaptability. The operational and fiscal impacts of COVID-19 were substantial, but ISS departments handled this the best they could and for many, how they responded was a significant accomplishment. Facilities Management (FM) worked collaboratively with all departments to successfully position campus facilities for limited operations. FM continued to manage and track occupancy levels, COVID-19 exposures and sanitizing downtime for facilities and shared the existing status of buildings and spaces with the University community. UNM Food developed a process for meal service to housing residents placed in isolation due to COVID-19 exposure or a positive test. The service offered a wide variety of options that students could opt into with or without a meal plan. The process was shared with other institutions by our operating partner as an industry best practice. UNM Bookstores offered options such as low-contact lobby pick up, curbside pickup and delivery in addition to in-store shopping, which increased their sales and assisted in offsetting their revenue losses during this time. While UNM Public Events/Popejoy Hall did not have any in-person performances in FY21, they did, however, have five virtual events for the Popejoy

Presents series and six for the Schooltime Series, providing patrons of all ages with continued access to the arts. Rather than hold an in-person staff appreciation event, Staff Council was still able to show staff appreciation by adding \$7 in LoboCash to every eligible staff member's Lobo Card.

ISS departments also continued to make process improvements through various tools and technologies. UNM Public Events/Popejoy Hall and Ticketing Services completed their transition to Paciolan for ticketing services in FY21. This allows for the use of mobile tickets and provided hands-free ticket scanning at future events for our patrons. UNM Residence Life & Student Housing (RLSH) worked with UNM IT and was able to upgrade WiFi access points in Redondo Village Apartments. UNM Parking & Transportation Services (PATS) contracted with Passio Transit for the installation of an Automatic Passenger Counting (APC) system in Spring 2021. LoboCard Office, with the assistance of UNM Food, selected a new transactional vendor for the University of New Mexico. The new software, Atrium was deployed in early Spring 2021 and will provide additional opportunities for customers to purchase and access their meal plans. Atrium has improved the efficiency of their business by allowing them to automate the transmission of relevant data from Banner rather than manually upload records.

Overall, ISS departments did struggle to reach their financial goals for the fiscal year, but this was predominantly due to COVID-19. From July 1, 2020 to June 30, 2021, ISS departments reported a combined \$25,046,852.04 in lost revenue and additional expenses due to COVID-19. To help offset some of these losses/expenses for FY21, under the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA), ISS received \$19,153,397 in fund distributions from Higher Education Emergency Relief Funds (HEERF) II and III.

The total balance carry forward for the VP Office of ISS indices were:

816003 (general operating)	\$298.00
816007 (auxiliary consolidated)	\$16,080.35
816008 (self-supporting)	(\$2,525.90)
816014 (HEERF II)	\$49,015.00
816015 (HEERF III)	\$9,094,924.00

The deficit in 816008 will be covered in FY22 by reducing fiscal year expenses. The remaining balances in the two HEERF indices will be distributed to ISS departments that reported significant COVID-related impacts and have the greatest financial need.

Total available reserves for ISS departments was \$24,782,958.32 with \$15,004,614.70 and \$9,741,258.61 categorized towards commitments and dedications respectively. At the end of FY21, ISS was still able to contribute \$1,750,000 to the University to help support the academic/student mission.

II. SIGNIFICANT ACCOMPLISHMENTS

The following is a summary of the significant developments that occurred within ISS and its departments for FY21:

- In January 2021, in response to the high level of abuse Main Campus experienced while UNM operated mostly under remote operations, ISS formed a committee with senior management of multiple organizations and administrators within the university to develop a strategic communication plan. The purpose of the plan was to 1) make campus community aware that UNM was still actively policing campus, 2) to raise general awareness of tools available to help keep campus safe, and 3) to request community policing help from specific, targeted groups like UNM students, residents, faculty, and staff. The plan was successfully implemented in March 2021.
- During New Student Orientation (NSO) in the summer of 2020, ISS launched the campusexperience.unm.edu website. This website serves as the primary content hub for students and parents, providing a single place where they can find essential information on ISS student-focused services and UNM policies regarding Freshmen Residency Requirement and meal plan requirement. ISS continues to develop content and presentations for the NSO program to ensure that incoming students have the information they need and are directed to the website.
- In an effort to promote COVID-safe practices, UNM Bookstores pushed sales through web order fulfillment, as well as, low contact and curbside pickup. In-store pickup was moved from upstairs in Course Materials, to downstairs in their lobby where permanent plexi dividers were installed to their customer service and web pick up windows. This area was marketed as low-contact way to pick up course materials, graduation regalia and diploma frames, art and architecture kits (which cannot be shipped) and any supplies or technology ordered online. UNM Bookstore also worked with PATS, to create a temporary curbside pickup space for customers. The financial results were overwhelming, with total web order sales for FY21 at \$1,298,490, which was a 52% increase from FY20.
- Capital & Space Strategies (CSS) developed the facility condition repair plans for the Facility Condition Assessment Phase 2 – Auxiliary buildings (~6M GSF of space). The repair plans were a first step in providing the data to assist auxiliary units with making strategic decisions about their capital investments. The repair plans were shared and reviewed with each auxiliary unit. This completes CSS role in the Facility Condition Assessment project.
- FM was the co-lead in the development of the ADA transition plan implementation. In collaboration with the consultant, barriers were identified, and recommendations made for construction.
- UNM Food expanded their meal exchange menu into the retail portion of their business, which allows students more value and flexibility with their student meal plans. Students may now use meal trade on various bundles of shelf stable products. Cooking meal kits for students with kitchens were well received to which UNM Food developed a limited grocery style swipe exchange.

- The Championship Golf Course hosted the NCAA Division 1 Men's regional championships May 16-19, 2021. The Championship Golf Course is ranked the 17th best campus golf course in the country according to Golfweek magazine.
- LoboCard Office, with the assistance of UNM Food selected a new transactional vendor for the University of New Mexico. Atrium was deployed in early Spring 2021. The new software will provide additional opportunities for customers to purchase and access their meal plans. It has improved the efficiency of their business by allowing them to automate the transmission of relevant data from Banner rather than manually upload records.
- NMPBS launched their new TV broadcast format ATSC 3.0, also known as NextGen TV, on their KNMD transmission system June 30, 2021. Throughout 2021 NMPBS reengineered their broadcast presence, upgrading equipment, installing new transmitters and antennae, and redesigning their entire over-the-air presence. NMPBS is the first Public Television station in the country, and possibly the first television station of any sort, to broadcast their full complement in both ATSC1.0 and ATSC3.0.
- PATS IT, in collaboration with PATS Transportation and UNM Purchasing, worked on a Request for Proposal (RFP) for Automatic Passenger Counting (APC) system. The RFP was released in April 2020 and went into contract with the approved vendor, Passio Transit shortly thereafter. Installation of the APC system into PATS buses begin late Spring 2021.
- Planning, Design & Construction (PDC) staff managed an average of 12 projects per month. Projects impacted (paused or canceled) by the pandemic were smaller UNM department projects, which enabled PDC to operate without significant financial disruption. Main Campus Projects over \$1 Million completed in FY21 include Physics and Astronomy Interdisciplinary Sciences (PAIS), Natural History Science Center (NHSC), Student Health & Counseling Phase 1 Renovation, and Johnson Center Expansion and Renovation (JCER).
- Popejoy applied for a grant from the Shuttered Venues Operator Grant jointly with UNM Ticketing Services to assist in covering deficits in FY21 and any in FY22 due to COVID-19. Shortly after FY21, we were notified that the application had been successful, which resulted in an award of \$3,369,711, covering the entirety of the deficit accrued during FY21.
- The 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.
- RLSH's most significant accomplishment for FY21 was the handling of COVID-19 and its impact on the university and campus housing. For summer session 2020, residents who remained on campus were relocated to Student Resident Center (SRC). Throughout the 2020-2021 academic year, RLSH operated residential housing at a reduced capacity for the academic year and was able avoid any large outbreaks of COVID-19 within the residential facilities.

- In FY21, UNM Staff Council created the Staff Affinity Groups. These affinity groups were established to help build social and professional networks within the University that promote inclusion, mentorship, and success for staff, and aid in recruitment and retention of individuals from underrepresented groups. UNM staff affinity groups feature voluntary membership, an informal structure, and are open to all staff, including branch campuses.
- Ticketing Services sold 9,746 of season subscriptions, which is an all-time record number.

III. FUTURE PLANS

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

- UNM Bookstores will continue to analyze the needs and benefits of having a separate Medical Legal Bookstore on North Campus. In addition to this, UNM Bookstores will continue working with the Academic Technology Advisory Board on campus, and with our other peer stores, to look at new ways to price and offer course materials to students.
- CSS is in the process of implementing an Asset Management Program (AMP), which will provide space utilization assessments across campus, revise the outdated space policy, conduct a space audit and develop and a space reduction plan.
- FM will be working to develop a project dashboard tool and tracking system in order to utilize current data to generate facility maintenance and condition reports. This project will be a collaboration between FM's administration, finance and operations data management staff.
- UNM Food will continue to work with faculty members, department leaders, and student representatives to support campus resources that assist food insecure students, as faculty research and surveys have yielded new information regarding food insecurity on campus. UNM Food has identified opportunities to integrate EBT/SNAP readers in eligible locations and will be pursuing that initiative.
- UNM Golf Courses will continue to work with Facilities Management (FM) on funding provided by Bernalillo County and the NM Legislature for the North Golf Course. UNM Golf Courses will continue to work with Bernalillo County and the surrounding neighborhood associations on preserving the North Golf Course for its patrons and maintaining the perimeter walking trail for all those who enjoy it.
- 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.
- NMPBS will be working with partners at KRWG-TV in Las Cruces, KENW-TV in Portales, NM PED, and NM DHSEM, NMPBS to provide Datacasting for Education and for Public Safety. This unique effort leverages the unparalleled reach of New

Mexico's public broadcaster's signals to get vital data, including online instruction, to homes and first responders who are out of reach of the internet or cell phone connectivity.

- PATS continues to work with UNM Planning, Design and Construction (PDC) and Walker Parking Consultants, as well as other campus partners, on the feasibility study initiated in late Spring 2021 and eventual site location, design and construction of (at least) two new parking structures on UNM's campus. The parking structures will help address ongoing losses of parking due to construction activities occurring on Central and North campuses, and will help position the University for future parking and transportation needs of the community it serves.
- PDC continues with collaborative efforts in the leadership of the Asset Management Program (AMP). Within the AMP, PDC strives to collect and synthesize complex content of our physical environment to provide recommendations for our executive leadership. The AMP includes space use and reduction, facility retirement, auxiliary planning (parking & res-life housing), and real estate. PDC's pending Comprehensive Campus (Master) Plan is central to the AMP and the University's strategic planning.
- Popejoy Hall will reopen to the public for events to be held in the 2021-2022 season. Events will resume on September 15, 2021 and include many rescheduled events from the 2019-2020 season. In addition to the rescheduled events, Popejoy has scheduled a full season featuring four Broadway shows, including *Hamilton* in 2022.
- The Real Estate Department will work to complete the disposition of the former Student Family Housing project at 961 Mesa Vista Drive.
- RLSH will undergo a strategic review to develop a comprehensive plan to address aging facilities with extensive needs.
- UNM Staff Council will advocate for an inclusive and equitable campus climate for all staff at UNM by working in concert with the Division for Equity and Inclusion, the HSC Office for Diversity, Equity and Inclusion, and other partners to identify specific goals, actions and initiatives.
- Ticketing Services has an opportunity to utilize mobile ticketing, which will be available for season ticket holders at future events. This will also include touchless ticket scanning with our new scanning pedestals.

Appendix: A

UNM

Bookstores



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

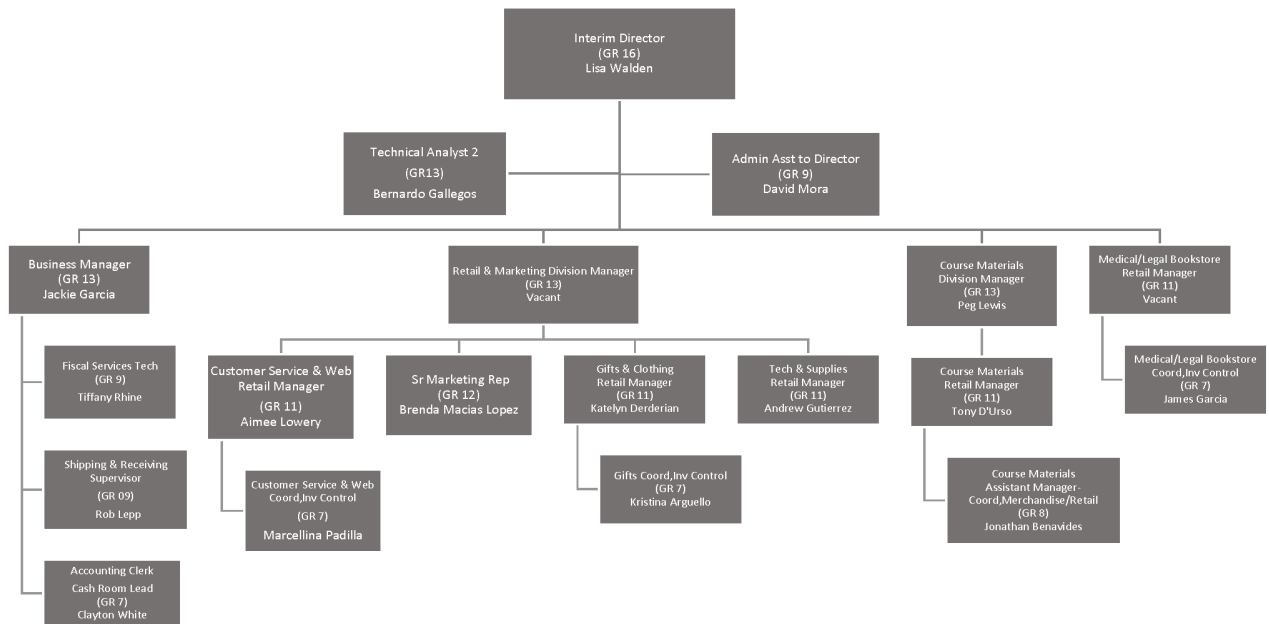
Mission

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



Effective 6-30-21

I. EXECUTIVE SUMMARY

FY21 continued the challenges laid out in FY20, with remote learning, and most campus departments working remotely as well. UNM Bookstores remained one of the departments that stayed on campus and remained open to the public. At the start of this fiscal year, in July 2020, the Main and Medical Legal bookstores were open 3 days per week to the public, moving to five days per week by August 2020, though both with shortened hours compared to previous years. Hours were cut back to three days per week at both locations for October through December 2020, extending back to five days during January 2021, then back to three days per week February through April 2021. As of May 2021, UNM Bookstores have been operating five days a week.

In reviewing our budget summary, the UNM Bookstores were open to the public only 1719 hours during FY21, compared to 3326 hours in FY20, a decrease of 49% in total hours. Our commitment to following all COVID safe practices allowed us to safely be open for limited operations and offer options such as low-contact lobby pick up, curbside pickup and delivery in addition to in-store shopping, which increased our sales and allowed us to compensate for a majority of the revenue losses experienced by all UNM departments during this time.

The budget summary for FY21 includes a 24% decrease in sales from our budget and 17% decrease in sales from FY20. Our cost of goods followed suit with a 16% decrease from budget and a 12.5% decrease from FY20. This put our gross profit 46% down from budget and 34% down from FY20. We did see an increase in our miscellaneous income, which was up 297% from budget and 59% from FY20. This increase was due to postage revenue from the huge upswing in web sales. Our total FY21 operating income was \$1,494,674.

Labor expenses also saw savings and were down 18% from budget and down 7% from FY20. This put our total operating expenses at \$1,665,488 which is roughly 2% down from budget. Our annual ISS IT allocation was \$88,000. A table of our FY21 totals which includes the CARES funds and HEERF funds received during FY21 is located in the attachment section of this annual report.

II. SIGNIFICANT ACCOMPLISHMENTS

The most significant accomplishment of FY21 was the Bookstores ability to adapt. There were 2 major reasons we were able to achieve 76% of our sales with 49% less store hours.

The first was the reimagining and new structure set up in our Web Fulfillment department. The first step was moving in-store pickup from upstairs in Course Materials, to downstairs in our lobby where the textbook buyback area had typically been set up. We had FM create permanent plexi dividers to our Customer Service and Web Pickup windows, pulled shelving left from the old Co-op location in our lobby, and marketed this area as a low-contact way to pick up course materials, graduation regalia and diploma frames, art

and architecture kits (which cannot be shipped) and any supplies or technology ordered online. In addition, we set up with PATS, a temporary curbside pickup space directly north of George Pearl Hall and we had every slot filled by the second day it was advertised. We also reallocated our labor and placed Web Fulfillment under Customer Service since all issues and pickups were already funneling through that department. This move was successful and created efficiencies in our processes and a better customer experience. As a result, we were able to create a new role for a Customer Service and Web Retail Manager which was filled by our previous Customer Service Coordinator who oversaw all these changes. The financial results were overwhelming, with total web order sales for FY21 at \$1,298,490, which was a 52% increase from FY20.

The next phase in the UNM Bookstore being adaptable was the physical store changes and protocols we put into place so that the store was safe not only for customers, but for our staff, who were here on campus five days a week. We started with removing several permanent fixtures in all departments to allow for 6 foot spacing. This was done by our own staff and took several weeks to implement. We then installed plexi-glass over every register and information desk, set up our break room with individual areas separated by plexi-glass, and set up hand sanitizing stations at every desk as well. We implemented a very detailed cleaning protocol followed by all internal bookstore departments for three times per day deep cleanings of all common areas, and were cleaning each registers and information desk in between customers. We installed UNM-approved signage and floor decals, set up stanchions for one-way entrances and exits. We followed the self-reporting emails and all UNM Covid-related guidelines and were able to have zero cases reported amongst our staff. We created a safe space for customers to shop if they chose too.

The Bookstore's Course Materials department - as mentioned in previous annual reports – continued to push the Inclusive Access model and saw a 21% increase in revenues in FY21, which was challenging due to the high turnover and retirement rate of faculty and staff which set up these courses. Course Materials also sought to increase the quantity of eBooks available for students due to remote learning models and increased revenues in that area by \$78,036 or 55%.

UNM Bookstores also consistently reported all COVID-related expenses monthly to ISS, resulting in significant CARES and HEERF funds (see attachment). This allowed us to meet our financial obligations for FY21 and set us up for success in FY22 by covering our estimated losses for that year that are still related to COVID impact.

III. FUTURE PLANS

UNM Bookstores belongs to several national organizations, including the National Association of College Stores (NACS), the Independent College Bookstore Association (ICBA) and the Large Stores Group (LSG). These associations have allowed us discourse with our peers as they struggled through the same situations as us. We attended virtual conferences and round table sessions to talk about what other stores our size and in our region are doing to create new revenue streams and continue to work on textbook

affordability. There are several new models for course materials and while ours has become more flexible with the addition of Inclusive Access, the prevalence of eBooks and other digital material, there is still more that can be done to make the UNM Bookstores more modern in this aspect. Working with the Academic Technology Advisory Board on campus, and with our other peer stores, we will continue to look at new ways to price and offer course materials to our students.

UNM Bookstores will also continue working directly with UNM IT to support the upcoming opening of the Adobe Creative Commons and Brain Bar at Zimmerman Library. We are looking at installing technology-based vending machines to allow students to purchase tech items they may need at those locations and are working to assist in creating a ticketing system for UNM Bookstore student, staff and faculty to set up appointments remotely for the Brain Bar (which used to be housed in the bookstore on main campus until March 2020). Additionally, we are working with UNM IT on laptop requirements for freshmen and how the bookstore can be involved and receive revenue from Dell and Apple purchases specifically through the UNM IT website.

As supply chain issues continue to affect retail stores nationally, we have shifted most of our business to those vendors that have been able to navigate these issues more seamlessly. We will continue to aggressively pursue vendors who can get product created and shipped in a timely manner which requires shifting several operations such as the embroidery and patches done for white coats, and who we order scrubs for nursing from; supporting locally made clothing vendors, rather than those who outsource only or have not been good communicators regarding missed deadlines.

We will be reaching out to departments to help identify new faculty and instructors, as departures from the university have developed miscommunication. Previously, those faculty and staff originally set up art and architecture kits through our supply department as a way to offer many items at one lower cost for many studio courses to students. We will also reach out to find any possible new administrative staff who typically assist in securing those adoptions each year.

We will continue to analyze the needs and benefits of having a separate Medical Legal Bookstore on north campus.

IV. ATTACHMENT

FY2021 Totals	
Beginning FY21 Balance	(582,126.00)
CARES FUNDS	451,424.00
HEERF 2 - 1st Distribution	500,000.00

HEERF 2 - 2nd Distribution	1,800,000.00
Total Sales Revenues	7,045,199.00
Total Cost of Goods	(5,649,211.00)
Total Postage Revenue	53,404.00
Total Misc. Income	45,281.00
Total Labor Expenses	(1,274,544.00)
Total Operating Expenses	(1,665,488.00)
ISS IT Allocation	(88,000.00)
Ending FY21 Balance	635,939.00

Appendix B:

Capital & Space Strategies



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

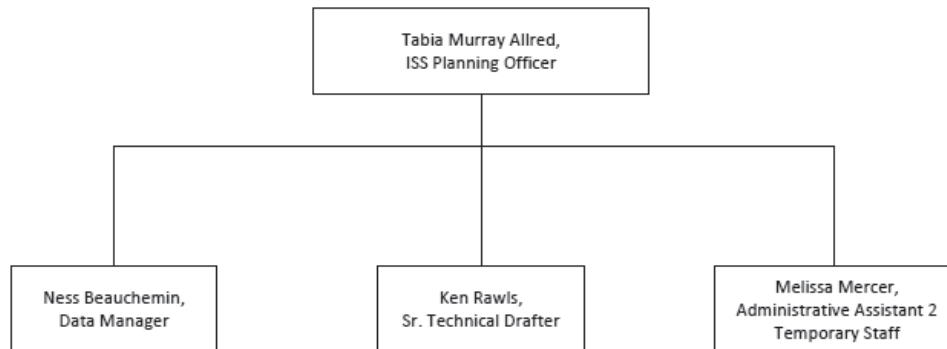
Mission

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

Vision

Defining the framework for effective utilization and modification of UNM's capital resources to support academic innovation, research advancement, and community services.

Organizational Chart



I. EXECUTIVE SUMMARY

Capital & Space Strategies (CSS) completed its second operational year in FY21. 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 thru 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.

During the university closure due to COVID-19, the CSS team was able to seamlessly transition to remote working. We were able to maintain our multiple responsibilities and provide consistent assistance to our campus clients.

CSS had an operating budget of \$367,875 from Instruction & General allocation.

- | | |
|---|-----------|
| • Personnel: | \$247,790 |
| During FY21, CSS had 3 regular full-time staff and 1 temporary full-time staff members. | |
| • FAMIS: | \$89,589 |
| Annual operation and migration of FAMIS for UNM's space data. | |
| • Operations: | \$21,992 |

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: FY21 represented second year of leadership of Provost Holloway and SVP Costantinidis. The Comprehensive Capital Plan was improved to assist in the organizing the capital needs for the Main campus.
- UNM was successful in receiving capital appropriations from the State Legislature.
 - Severance Tax Bond projects totaling: \$15,241,500
 - UNM Main Academic \$1,975,000
 - UNM Main Other \$4,091,500
 - UNM Athletics \$400,000
 - UNM Hospital \$4,900,000
 - Harwood Museum \$100,000
 - Gallup Campus \$800,000
 - Los Alamos Campus \$800,000
 - Taos Klauer Campus \$1,875,000
 - Valencia Campus \$300,000
- UNM was able to move 34 capital projects through the construction approval process, representing \$956 million.
 - UNM Main \$100,632,326
 - UNM Health Sciences \$11,710,901
 - UNM Hospital \$730,059,331
 - UNM Branches \$10,125,000

CSS team members provided oversight, metrics, and coordination of 219 UNM Projects.

Space Management

CSS sent out 10,660 space surveys to campus departments, 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 2,653 had been completed. CSS will continue working with departments to help complete the rest of the space surveys.

Facility Condition Repair Plans

CSS developed the facility condition repair plans for the Facility Condition Assessment Phase 2 – Auxiliary buildings (~6M GSF of space). These repair plans are a tool to help the auxiliary units understand the facility condition assessment information, showing the identified repair needs from the assessment and the timeframes when those repairs are expected to be needed. The repair plans were a first step in providing the data to assist

auxiliary units make strategic decisions about their capital investments. The repair plans were shared and reviewed with each auxiliary unit. This completes CSS role in the Facility Condition Assessment project.

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
- Space Allocation Committee
 - Reorganization of the committee for Main campus
 - Implement updated space policies
- Asset Management Program
 - Space Utilization Assessments across campus
 - Space Auditing
 - Revise Outdated Space Policy
 - Space Reduction plan

Appendix C:

Facilities Management



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

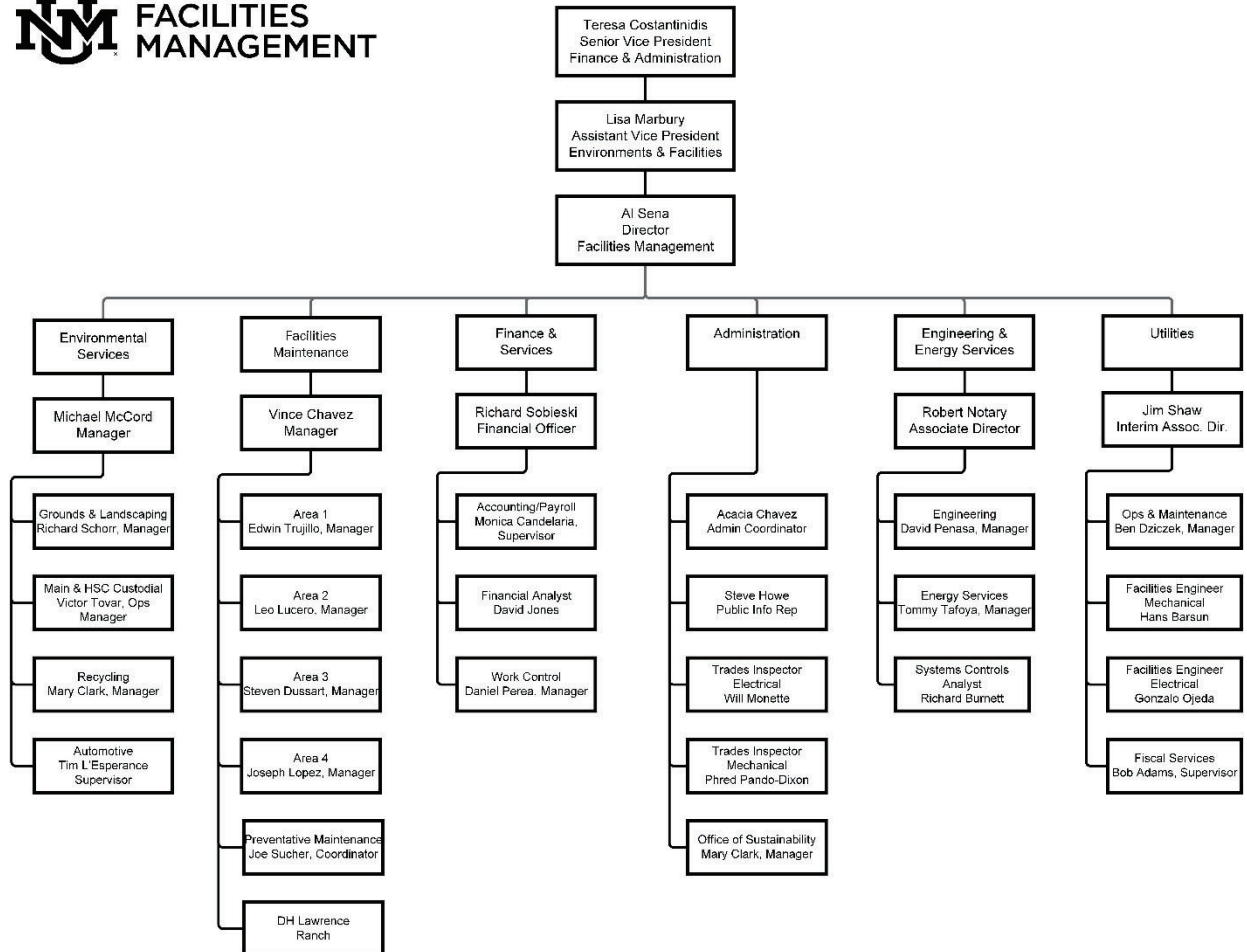
Mission

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



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 for all projects processed electronically through the offices of the Director and the Finance Officer. The Utility Division started this process in January 2021. The goal was designed to assure alignment of projects and maintenance efforts within the institution. Increasing management interface with budgeting and forecasting has been implemented. Phase 2 of a Facilities Condition Assessment of the non-I&G facilities on main campus and branch campuses was completed. The focus was on auxiliaries and University of New Mexico Hospital (UNMH) facilities.

In our continued response to COVID-19, FM worked collaboratively with all departments to successfully position campus facilities for limited operations. FM continued to manage and track occupancy levels, COVID-19 exposures and sanitizing down time for facilities and shared the existing status of buildings and spaces with the University community.

FM was the co-lead in the development of the ADA transition plan implementation. In collaboration with the consultant, barriers were identified, and recommendations made for construction. FM, in partnership with HSC's architect and contractors, participated in evaluation of the planning efforts for the new hospital construction. FM also participated in the selection of Job Order Contractor vendors, PDC's Data System for PM evaluation (CPMS), EHS Director selection, reorganization of the Lock Shop operation structure, started a GIS application for FM Utilities and other division uses. The department also created and interviewed for an Operations Manager position (FM Project and Operations Data Manager). The new manager begins in FY22.

Budget Summary

- Fiscal Year 2021:
 - Revenues: \$56,946,186
 - Expenses: \$55,974,795
 - Year-end Balance: \$3,578,412

Budget Summary, continued:

- Building Renewal and Replacement:
 - Revenue: \$2,509,000
 - Expenses: \$1,454,936
 - Carried forward for completion in FY22: \$1,023,318

II. SIGNIFICANT ACCOMPLISHMENTS

Communications

- Provided ongoing support for the ISS communications staff to include writing of advisories and news stories for non-FM ISS units.
- Collaborated with the Office of Sustainability and Lobo Energy to develop a new sustainability website for FY22 rollout.
- Developed a new weekly department communique to share news and announcements to staff in a more frequent and accessible way than the previous monthly newsletter.
- Enhanced the Employee Recognition program to add additional categories for supervisors and peer-to-peer recognition and establishment of a formal recognition committee. Also, converted the nomination process from a manual to an online platform.

Engineering and Energy Services

- Ended FY21 with a positive end-of-year balance of \$138,641 for the E&ES Division including the transfer of \$400,000 for other FM needs, as well as the use of approximately \$100,000 in self-funded projects that were completed (mainly fire safety systems).
- Implemented three campus initiatives (below). Work on each is proceeding in conjunction with other campus entities including EHS, Student Government organizations, IT, FM Maintenance and Planning, and FM Utilities. These initiatives include:
 - **Campus Fire Safety** provides for improvements in building fire alarm and fire suppression systems. Current significant projects include the Center for Fine Arts and the Reginald Heber Fitz Hall, as well as atrium smoke control improvements at the Hibben Center.
 - **Lighting and Lighting Control** improves both interior and exterior lighting to buildings. This enhances safety, as well as energy efficiency. Projects recently completed include the Woodward Hall auditorium, various street, sidewalk, and parking areas, and Johnson Center.
 - **Energy Conservation** projects including HVAC and interior and exterior lighting projects. These projects incrementally convert building

pneumatic controls to current digital control systems. Other projects include a renovation of HVAC and Lighting systems at Economics, 700 Lomas (UNM Foundation) and work in conjunction with PDC's project. Much of the controls work is completed by in-house technical staff.

Environmental Services

- Changed priorities in response to COVID-19 and developed rapid response team to address ongoing building exposures on campus.
- ES front-line staff was critical in maintaining institutional operations throughout the pandemic.

Automotive:

- Lost the two Master Mechanics and Supervisor to the UNM early retirement program. The unit was also short an Auto Tech, Expediter, and General Services Assistant, leaving only one Auto Tech and the Operations Specialist to facilitate fleet vehicle repairs. A new Fleet Repair Services Supervisor was hired in the spring of 2021.
- Continued updating branding decals on FM vehicles.
- Continued the installation of the GPS in Facilities Management vehicles.

Custodial Services:

- Hired 13 new Custodial Coordinators to replace the 26 Lead Custodians.
- Continued training on disinfectant equipment. Thirty-four machines of various types were purchased.
- Main Custodial Services maintained over 4,232,742 cleanable square feet at an APPA Level 2 cleaning standard with 117 FTE.
- The Health Science Center Custodial Services had 42 FTE and maintained over 1,575,914 of cleanable square feet at an APPA Level 1 cleaning standard.
- Managed quarterly chemical inventory reporting to Environmental Health and Safety and chemical analysis tracking program.

Grounds and Landscaping:

- Maintained over 300 acres of campus landscape to APPA Level 2 standards with a reduced staff of well under 40 FTE for the first half of the year.
- Installed two art pieces on the main campus.
- Oversaw the removal of the Central and Girard bus stop, and the area was landscaped as part of an upcoming improvement to the southeast gateway to campus.
- Installed trash electronic sensors on exterior trash cans across campus to monitor fullness. Software and data are being refined.

- Participated in NM Arbor Day, National Arbor Day, and Earth Day tree plantings.
- Integrated Pest Management program technicians responded to a reduced number of requests for service due to the COVID-19 limited staffing requirements. Subcontracted over \$134,000 in pest control services.
- Repaired landscape at the Economics building, helped La Posada improve their outdoor seating area, and assisted Architecture with a minor renovation of the landscape at the Predock house.

Sign Shop:

- Worked with PD&C on new building signage at Clark Hall and updated signage at various remodeled buildings.
- Assisted EHS with FDC (Fire) signage at 87 buildings.
- Assisted with the OEO evaluation of bathroom signage.
- Installed standardized signage for HSC in-house versus outsourcing.
- Worked with Planning, Design & Construction (PDC) and University Communication and Marketing (UCAM) to create, plan, and implement new UNM Signage Standards.

Special Activities:

- Responsible for recycling all refrigerators/freezers and pallets on campus.
- Worked with UCAM on filming coordination at various sites on campus.
- Worked closely with the Provost's Office and Registrar's office providing return to campus classroom setups, signage, and implementation.
- Provided support for outdoor classroom tents, and assisted emergency medicine with COVID-19 testing site.
- Increased departmental moves, events, and cleanups at various departments on campus.
- Completed an inventory of exterior campus trash cans and are in the process of adding necessary units.
- Removed unsafe benches and have plan in place for replacements in key areas.

Recycling:

- Continued to provide services to the University Hospital, Health Sciences Center, Main and South Campus while many departments moved their classes and operations on-line.
- Changed many weekly pick-ups to on-demand as access to buildings and offices were restricted.
- Purchased a new forklift.

Sustainability:

- Used social media to continue to bring awareness of sustainable practices at UNM and environmental issues during the pandemic.
- Began a six-month collaboration with Lobo Energy, Inc. and UNM Communications and Marketing to redesign Office of Sustainability website so that it provided more detailed information and descriptions of energy conservation, utilities production, and other sustainability components.

Finance and Administration

- Maintained a master schedule of projects for FIN funds and Energy Sustainability projects.
- Improved reconciliation between TMA, Banner, and our internal tracking spreadsheets. These assist the department by improving accuracy, having more timely reports, and showing true project costs from all sources.
- The division created graphic representations of financials for the P&L reports. The information is being saved for future year-over-year comparisons. Each Facilities Management division is being observed for year-to-year and month-to-month trends.
- Worked with our Public Information Representative (PIR) to finalize many of our standard operating procedures. We have also worked with the PIR to create a master sheet for SOPs, indexed with unique identifiers so each division has its own list(s) of SOPs which will be easy to find and utilize.
- Accounting and Automotive have streamlined the Automotive online billing application that works well with the Mitchell system. It is more user friendly, produces custom consolidated electronic reports, gives more flexibility for the user in updating the error/goodwill reports generated from Mitchell.
 - Worked with IT to Migrate Automotive Billing from an Access app to a cloud application (Powerapps)
 - Reviewed old billing processes and recommended new solutions to be built into the migration. Improvements Include:
 - PR Error handling
 - Goodwill invoices
 - HSC codes to streamline UNMH billing process
- We have implemented a TMA Finance and User Training program which will improve our facilities data and user experience. The program includes TMA Basics, Materials Management, and Account Administration.

Work Control:

- Processed 53,362 FM work orders through the TMA system, including 17,380 corrective maintenance work orders and 35,982 preventive maintenance work orders.
- Maintained an outage notifications process to improve communication and efficiency between FM and the University community.
- Assisted department management with processes during the COVID-19 pandemic to ensure that FM was able to operate as normal as possible, including finding avenues for the University community to report concerns to FM.
- Created and closed 300 COVID-19 disinfection and 526 "other" COVID-19 task work orders for signage, preparation, and building tasks.
- Developed a process in conjunction with UNMIT for Work Control staff to access requests and messages from the campus community from remote work locations.

Accounting: Budget details can be found in the Executive Summary.

Facilities Maintenance

- The division had 6 reported accidents from July 2020-Jun 2021, this is a 40 percent reduction in accidents. The FM Safety Committee is working in collaboration with the Campus Safety Council and continues to promote workplace safety.
- Area techs, supervisors and managers completed approx. 40+ hours of training each, totaling approximately 3,600 hours for the FM Maintenance division. All area maintenance staff received Silica Standards Heat Stress, Hazard Communication, Sharps, PPE, Lock Out Tag Out, and Hearing Protection training.
- Completed 30,172 preventive maintenance work orders, or 64% of total work orders, and 12,637, or 36%, corrective work orders. This trend indicates a reduction in the corrective work required and continues to improve year to year.
- Upgraded elevator code deficiencies and modernized equipment at Clark Chemistry, Hokona West, Mechanical Engineering, Rodey Theater stage lifts, and the Harwood Museum in Taos. We are currently assessing the elevators at Logan Hall, Art, and Zimmerman for modernization in the next fiscal year.
- The UNM Water Management Program tested 192 different water locations in the past fiscal year for Legionella and high bacteria concentrations throughout campus. FM Maintenance staff conducted a total of 4,751 PM work orders to support the program. In addition to these PM work orders, 27 Corrective Maintenance (CM) work orders were created to perform remediation on high

bacteria results and 2 CM work orders were created to perform remediation on Legionella results.

- Replaced exterior stairwells at the Surge building plus renovated the basement restrooms/locker rooms in Fitz Hall on North campus. The division replaced the sewage ejection pump at the Student Success Center and storm lift pump at the Cornell Parking structure.

Utilities

- 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.
- Installed additional utility meters to enable more precise usage billings enabling departments and auxiliaries more individualized energy usage tracking information.
- Due to increasing demand for chilled water on campus, a fifth centrifugal chiller was added to the Lomas Plant and was placed into production. A fifth cooling tower is currently under construction and is anticipated to be online late 2021.
- Removed and replaced an original chiller installed in 2003. Chiller #1, B circuit motor was rebuilt by Trane at the factory. Chiller #2 will be either rebuilt or replaced in the next 3 years.
- Replaced the plants bay lighting with LED's to increase illumination levels as well as provide energy savings.
- Upgraded the reverse osmosis unit for filtering makeup water to increase capacity and provide the best possible water for boiler and chiller makeup.
- Installed 222 KW of Photo-voltaic generation on the roof of Zimmerman Library, mostly funded from Legislative appropriation.
- Successfully bypass the K tunnel chilled water to allow for construction taps for the new building construction for UNMH while still maintaining the chilled water supply to critical north campus facilities.
- Provided switching and isolation to facilitate new construction on North campus for construction trailers, building isolation, manhole, and duct bank inspections.
- Relocated the 115KV PNM feeder to the North Substation along Lomas Boulevard to facilitate crane operation in support of UNMH construction projects. The electrical section accomplished the necessary evaluation and switching to feed both campuses from the Central substation for 4 days to allow PNM crews to move the feeder to the south side of Lomas Boulevard.
- Supported UNM Real Estate in securing the utilities and equipment at Student Family Housing in preparation for sale.

- 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.
- Despite an approximate 25% increase in natural gas expense vs. budget, during FY21 the Utilities Division was able to increase its surplus by approximately \$1 million largely due to decreased PNM electricity expense, lower labor expense as a result of position vacancies throughout the year, and maintenance expenses being deferred as a result of the pandemic.

III. FUTURE PLANS

Communications

- Collaborate with and support the new Operations and Data Management staff to improve internal and external project reporting.
- Enhance project communications and general FM activities and accomplishments to include an improved webpage and stronger social media presence.
- Upgrade the weekly communication bulletin to a trackable email format which will allow for enhanced graphics, photos, and readability.
- Installation of enhanced inspection process and request presence on FM website.

Engineering and Energy Services

- Complete a major controls renovation to Taos Pueblo Hall to correct temperature control problems that have existed since its construction.
- Move IT Alarms group to E&ES to provide for a more stream-lined working relationship with enhanced coordination of HVAC controls and alarm systems that require multiple points of interface. A department staff reorganization and space modifications will be required.
- Expand the E&ES team to include Lighting Controls Technicians to consolidate lighting control systems and centralize the operation. Approval and hiring of one position is anticipated in the next reporting period.
- Implement control strategies that allow the Building Automation System to be used for fume hood and lab HVAC systems to improve the safety of laboratory HVAC supply/exhaust systems and room pressurization control. This strategy was tested at the Multidisciplinary Research Facility and successfully implemented as a part of the Chemistry Renovation Phase 2.

Environmental Services

- Provide “in house” crosswalk and street striping utilizing our Heavy Equipment staff.
- Work with PDC and other entities in support of various projects such as the Girard/Central corner renovation, UNMH hospital expansion, Duck Pond renovation, and other similar projects.
- Explore additional Custodial Services support activities on campus with regard to UNM auxiliary service units.
- Expand services provided by the Special Activities, Heavy Equipment, and Light Equipment units.

Finance and Administration

- Develop online training for onboarding of new employees.
- Improve our system of project identification, approval and initiation by increasing detail in TMA.
- Analyze Facilities Management revenues and expenses to better incorporate monthly trends into the Profit and Loss statements.
- Develop project data and reporting dashboard tool and tracking system in collaboration with Operations and Data Management staff.

Facilities Maintenance

- Modernize elevators at Logan Hall, Zimmerman and Art.
- Repair and/or replace roof hatches at Automotive and Child Care, and retaining walls at the Event Center.
- Repair and reroute gas line at Information Technologies.
- Repair plumbing issues at Title V and Mentoring Institute, as well as piping and hot water heaters at Psychology Clinic.
- Replace roofs at the Cancer Research Facility.

Utilities

- Lomas Chiller Plant
 - Complete installation of Chiller #3
 - Complete construction of cooling tower #5 at Lomas Chiller Plant.
 - Complete LED conversion of office and mechanical spaces throughout the Lomas plant.

- Ford Utility Center
 - Replace turbine wheels for the steam turbine generator.
 - Complete LED conversion of office and mechanical spaces throughout the Ford Utilities Center.
 - Revise and update the Utilities Division Construction Guidelines and integrate them with Engineering & Energy Services Design Standards.
- A new air modeling survey has been commissioned for the Campus Utility Plant to determine the necessary height of the boiler stacks to increase efficiency and safety of operation.
- Well #7 is scheduled for inspection and maintenance in FY22 and will necessitate us providing campus water needs through the City of Albuquerque for several weeks while the work is completed.

Appendix D:

UNM Food Services



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

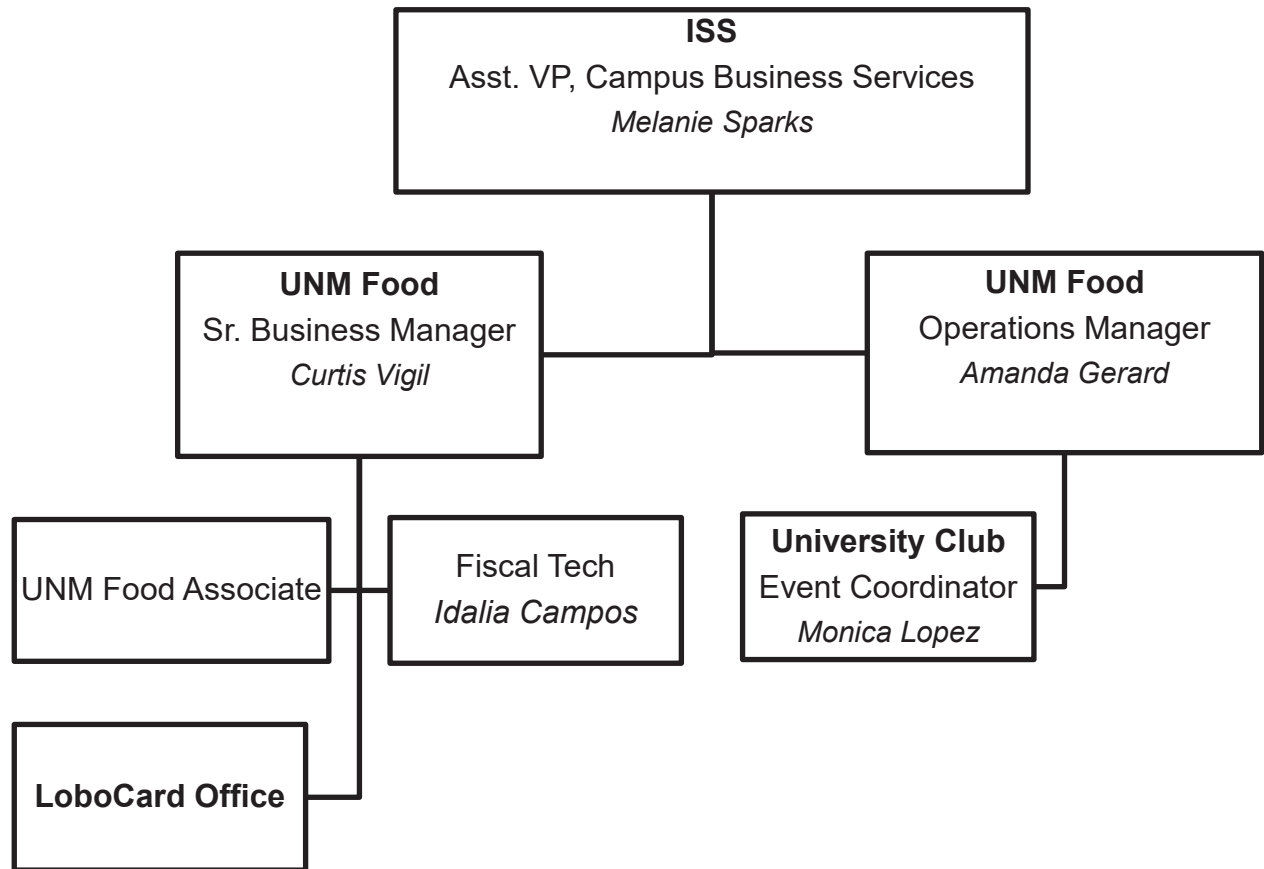
Mission

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

The overall operational budget for UNM Food in 2020 – 2021 was \$1,644,371. The food service budget is based primarily on commissions received through the contract signed with our food service provider, Chartwells. UNM Food is comprised of two full time staff members, two support staff position shared with the LoboCard Office and the University Club, and student positions shared with the LoboCard Office.

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, \$402,425 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. In normal business operations, food service transfers funds to our capital expenditure account, which will allow for planning of new and/or upgraded facilities on campus due to the COVID-19 pandemic, food service utilized its capital expenditure account to balance the operational budget in FY21.

The financial components of our contract negotiations with Chartwells have been 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.

The operational and fiscal impacts of COVID-19 were substantial for UNM Food as well as our vendor Chartwells. UNM Food has remained operational in some capacity throughout the pandemic as an essential resource to campus, predominantly in the residential area. The closure of campus and of our non-essential locations resulted in a \$3.4 million dollar loss of product and sales. The decision to refund the cost of unused meal plans to students who left campus early resulted in a \$1.5 million dollar loss, which was funded through our capital reserve account. These impacts continue into the next fiscal year as we balance cost mitigation with providing sufficient service to a reduced campus population

II. SIGNIFICANT ACCOMPLISHMENTS

New Transactional System Vendor Selected and Deployed

UNM Food has assisted the LoboCard Office in the selection of a new transactional vendor for The University of New Mexico. The new contract was awarded to Atrium in early spring of 2021 leading into preparation for deployment and integration of our new card management and transactional systems.

The new software has provided additional opportunities for our customers to purchase and access their meal plans and has improved the efficiency of our business by allowing us to automate the transmission of relevant data from Banner rather than manually upload records.

Increased Meal Plan Flexibility and Value

UNM Food has taken the opportunity to reflect on the continuous feedback and changing consumer behaviors throughout the pandemic. The challenges and limitations have propelled creative solutions to meet the needs of our students that will continue to be of value beyond the pandemic and mirror their consumer behaviors outside of their campus spending.

We have expanded our meal exchange menu into the retail portion of our business. Students may now use meal trade on various bundles of shelf stable products from ready to eat snacks to heat and serve favorites. This expansion of selections adds even more value to our meal plans and flexibility for our students. The kits were so well received that we began development on limited grocery style swipe exchanges and cooking meal kits that students with kitchens may prefer.

Adapted Service and Support for COVID-19 Related Circumstances

UNM Food worked closely with Institutional Support Leadership and campus stakeholders to scale our food operations to best serve the UNM campus population throughout the COVID-19 pandemic. Additional safety measures as well as adaptation of service styles were designed to continuously support the needs of the campus community.

UNM Food developed a process for meal service to students placed in isolation while living on campus. The service offered a wide variety of options that students could opt into with or without a meal plan. The process was shared with other institutions by our operating partner as an industry best practice.

Increased Operational Efficiencies

The changing needs of campus provided an opportunity to utilize team members in multiple departments to achieve our goals. The team members in our UNM Food Office, LoboCard Office, and the University Club were able to split new duties that arose such as facilitating isolation communications and service or preparing our campus venues and partners for the switch from our former transactional vendor to our new partner, Atrium.

III. FUTURE PLANS

Tech Improvements

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 SUB restaurants, mobile point of sale units for the golf course and pop up events are to be implemented in the immediate future.

UNM Food will continue to work with our colleagues in other departments to evaluate the value of evolving technology such as mobile campus credentials, food/parcel delivery lockers, robotic food delivery and automated meal preparing kiosks.

We are committed to maintaining an attractive and current dining portfolio that aids in recruitment and retention.

Franchise and Conceptual Refreshes/Replacement

There are various national franchises within our portfolio with contractual obligations for refreshes and equipment needs. These concepts are Starbucks, Chick-Fil-A, Einstein Bros. Bagels, and Subway. These updates happen on a schedule and are planned use of our capital funds.

Our other concepts have ongoing needs for refresh and new equipment in order for us to continually address the evolving landscape of our campus food portfolio. These will be addressed as needed through data collection assessment.

Food Insecurity Assistance

Faculty research and surveys have yielded new information regarding food insecurity on campus. Our department will continue to work with faculty members, department leaders, and student representatives to support campus resources that assist food insecure students. We have identified opportunities to integrate EBT/SNAP readers in eligible locations and will be pursuing that initiative.

Right Sizing Foodservice on Campus

Our department continues to use data to best inform our strategy regarding food service options around campus. Our goal is to find the optimal number of units, product variety, and value to our customer that allows us to seamlessly serve our campus and provide maximum efficiency to our operator. This includes data collection, feedback loops, and strategic evaluation before replacing, adding, or eliminating food concepts on campus.

Appendix E:

UNM Golf

Courses



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

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.

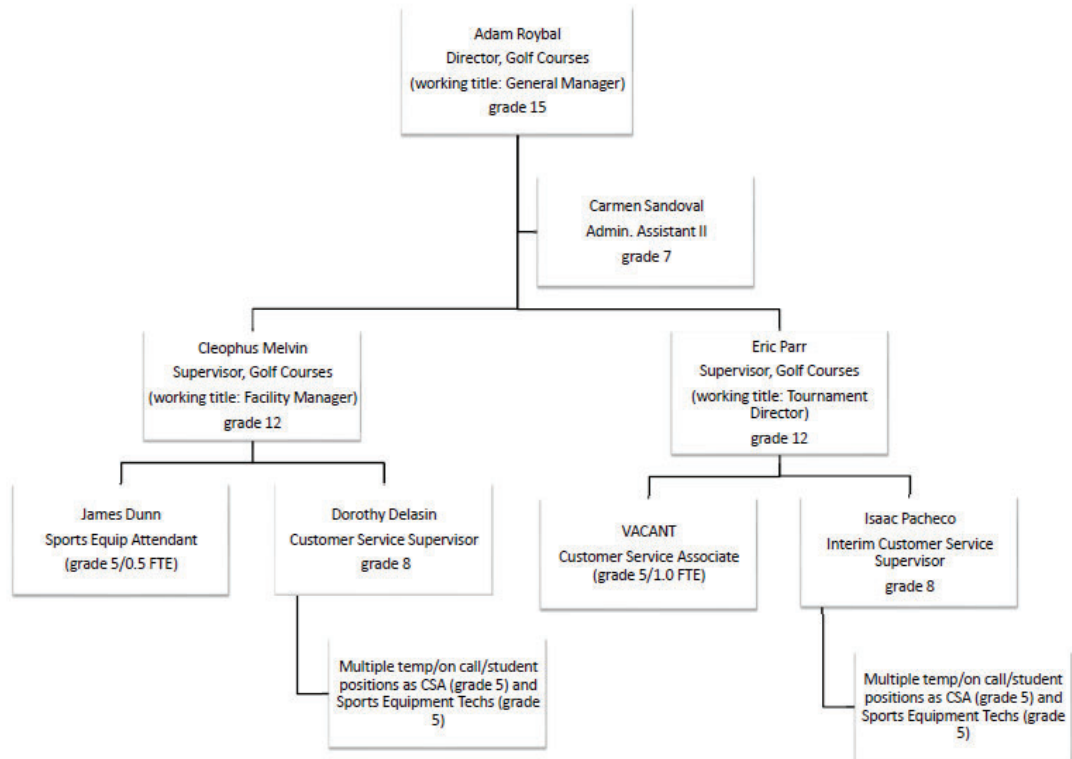
Vision

Be the best golf courses in New Mexico.

Organizational Chart



UNM Golf Courses
a division of UNM Institutional Support Services
 Departmental Organization Chart as of
 May 2021



I. EXECUTIVE SUMMARY

Overall, UNM Golf Courses did better than budgeted and better compared to prior year actuals for operating revenues. Although, golf courses surprisingly had a spike in golf rounds. With being one of the few outdoor recreational activities allowed during the pandemic, golf has seen a resurgence in popularity. Furthermore, UNM Golf Courses continue to support, enhance, sustain and retain the variety of recreational opportunities offered to students, staff, faculty, alumni, guests, patrons and the general public.

- Rounds of golf played at the Championship Golf Course:
 - FY 20 30,797
 - FY 21 35,825
 - Variance 5,028
 - Percentage 16% Increase
- Rounds of golf played at the North Golf Course:
 - FY 20 31,221
 - FY 21 37,534
 - Variance 6,313
 - Percentage 20% Increase
- Total revenue at the Championship Golf Course:
 - FY 20 \$1,220,322
 - FY 21 \$1,556,334
 - Variance \$336,012
 - Percentage 28% Decrease
- Total revenue at the North Golf Course:
 - FY 20 \$495,273
 - FY 21 \$636,728
 - Variance \$141,455
 - Percentage 29% 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 the state. As the Flagship University we are proud to provide excellence services to everyone visiting our facilities. We provide an essential mental and physical well-being recreational activity to all.

The Championship Golf Course continues to support UNM Athletics at gratis for both men and women golf teams', to include locker rooms, offices, indoor/outdoor practice facilities, green fees, golf carts, range balls and excellent course conditions for student athletes. The Championship Golf Course hosts both UNM Athletic teams' intercollegiate tournaments every September, also for gratis. The Championship Golf Course hosted the NCAA Division 1 Men's regional championships May 16-19, 2021. The Championship Golf Course is ranked the 17th best campus golf course in the country according to Golfweek magazine, making our recreational facility a COVID safe option, as we remain contactless as much as possible, while still providing excellent customer service.

The North Golf Course continues to provide a unique venue for golf, open space, cross county, neighborhood associations and the UNM community as a whole. Although we support the neighborhood associations, we also have a responsibility to protect the golf course and golfers, while providing a safe and enjoyable outdoor environment for everyone.

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

III. FUTURE PLANS

Championship Golf Course

- Renewing its commitment to excellence in course maintenance, customer service and athletic provisions for the Flagship University.
- Provide New Mexicans, UNM stakeholders, and everyone playing the golf course from around the globe the best golf course possible.
- Remain high rankings in national publications, as well as being selected from the NCAA, PGA, PGA TOUR, national and international associations as host to their championship events. PGA Tour October 19-22, 2021. Women's NCAA Tournament May 8-11, 2022.
- Deliver a golf course UNM student athletes can train, practice and play to prepare for any of their upcoming competitions, including hosting championships for their needs.

North Golf Course

- Persevering to provide New Mexicans, as well as UNM stakeholders a COVID safe option for outdoor recreation.
- Continue to work with Bernalillo County and the surrounding neighborhood associations on preserving the golf course for its patrons and maintaining the perimeter walking trail for all those who enjoy it.
- Regenerating the long-standing tradition, the North Golf Course holds in the community as a golf course, and not open space for a dog park or central park.
- Resume work with UNM Facilities Management for all phases of funding provided by Bernalillo County and the NM Legislature.

Appendix F:

LoboCard Office



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

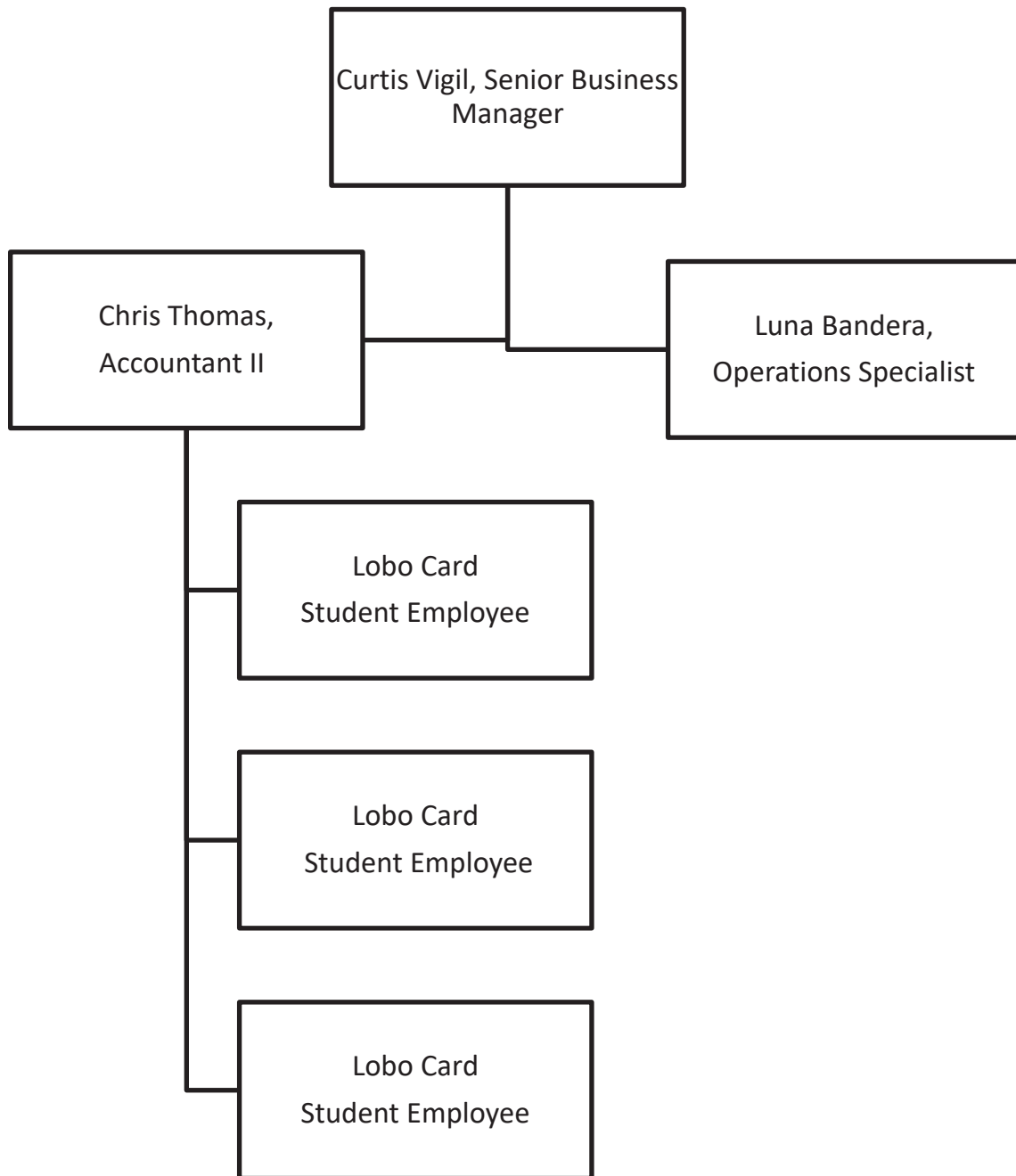
Mission

The LoboCard Office is committed to providing the University community with a connection to campus life and enhancing each students 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 think forward towards current and future capital purchases, which means building a solid capital reserve.

II. SIGNIFICANT ACCOMPLISHMENTS

Increased amount of Proximity Lobo Cards Issued

- The LoboCard Office continues to issue proximity credentials to the UNM population, which allows new and/or existing buildings to install proximity readers on their doors to enter their facility for a more secure location. The move to proximity readers will also allow the University of New Mexico to pursue any initiative to track or restrict building access to faculty, staff, student or guests by the utilization of automated feeds into our access database.

New Transactional System Vendor Selected and Deployed

- LoboCard Office, along with UNM Food selected of a new transactional vendor for the University of New Mexico. The new contract was awarded to Atrium in early spring of 2021 leading into preparation for deployment and integration of our new card management and transactional systems.

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.

Online Photo Submission Service

- The LoboCard Office was again able to utilize online photo submission application during the 2020-21 school year. This enabled the LoboCard Office to once again collaborate with Residence Life and Student Housing department, along American Campus Communities for students to pick-up their Lobo Card during their housing check-in event. This has also assisted our University community in wait times at the LoboCard Office with photos being submitted online, which allows the LoboCard Office staff to preprint prior to the students arrival on campus.

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.

Improve Student Enrollment Status Reporting

- The LoboCard Office, in relation to the meal plan program is working closely with UNM IT, RLSH, Dean of Students, Admissions and the Student Experience Committee to help develop a solution for all departments to be informed of enrolled and dis-enrolled students and how that information can be sent to all branches that are affected with information of a student's enrollment status.

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.

Appendix G:

New Mexico

PBS



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

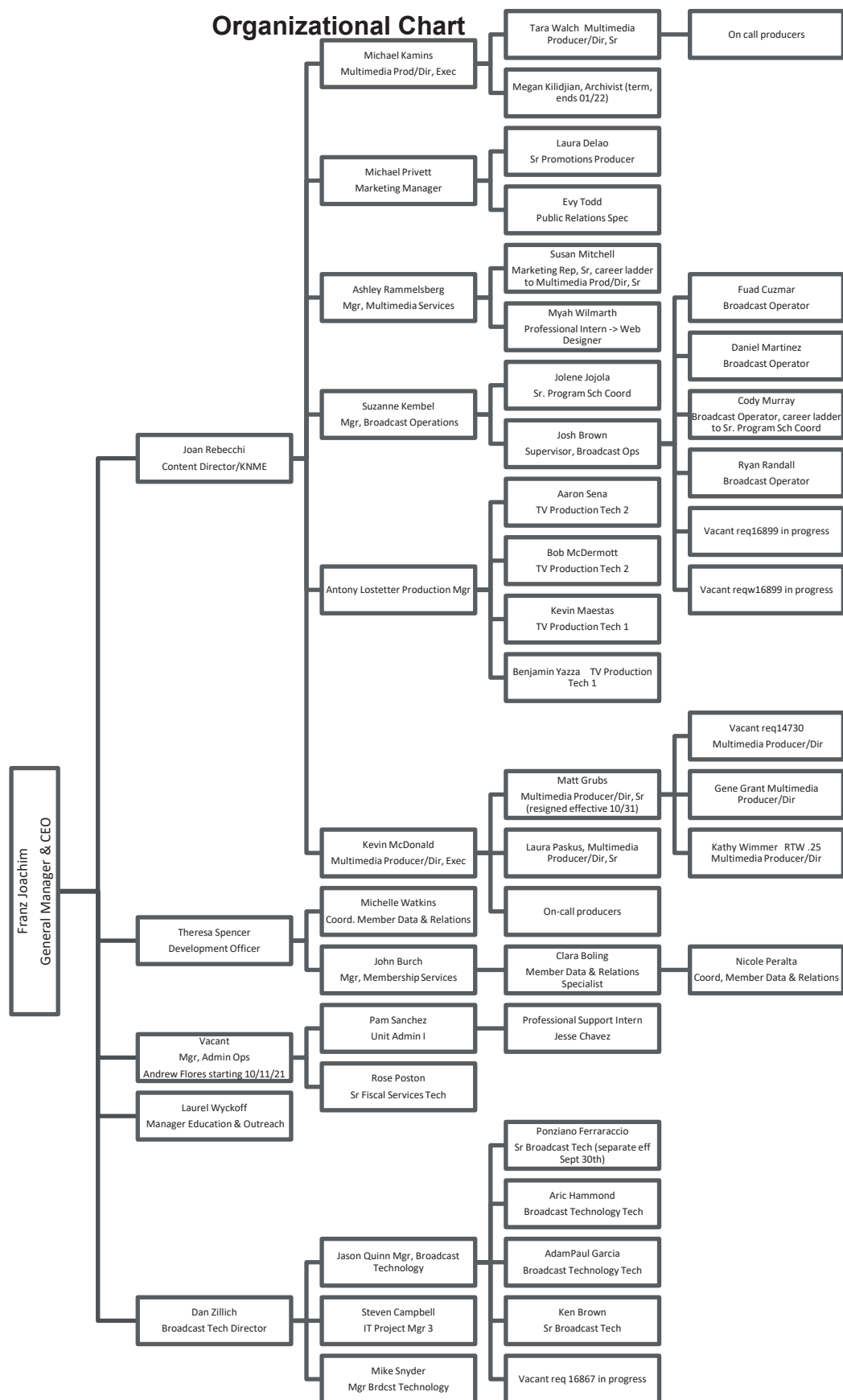
Mission and Vision

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.



I. EXECUTIVE SUMMARY

Institutions, arts organizations, and non-profits of all stripes have had an incredibly challenging year. NMPBS counts itself among the lucky few for whom the past year has been an opportunity for unparalleled support, innovation, and expansion of service in support of our mission. We excelled in individual giving through pledge drives and our sustainer programs, major donor support, and planned giving. We benefited from a couple of federal pandemic relief efforts directed at public media. We expected weakness in philanthropical corporate support. That did not transpire immediately and by the time corporate support did begin to weaken we were already well ahead of our annual goal. The end result is we did not see one revenue line underperform expectations and most exceeded our budgeted estimates by at least 10%.

NMPBS did not take our unique value to our community for granted. As the implications of the pandemic became apparent we began planning for how we would continue operations working remotely, and trying to figure out how best to provide service to a newly homebound community. Our first instinct was our best, to go back to our roots as educational broadcasters and make classrooms available over the airwaves. We partnered with our co-licensee, APS, and our sister PBS stations in New Mexico, to provide true classroom instruction for K-12, five days a week. This effort provided a measure of continuity for our educators and welcome stability for parents and students during a very challenging time. The success was enough to carry on throughout the summer of 2020, helping bridge the summer learning gap amplified by the pandemic.

At the same time, we worked with education professionals to expand the use of NMPBS LearningMedia, a readymade resource for remote learning. Expanding our relationship with Project ECHO, we helped them launch ECHO for Education, a professional development resource for New Mexico Educators focused on helping them transition to remote teaching.

There are a myriad of other examples of how NMPBS used the explosion in need to expand our service, whether through hosting townhalls for tribes struggling to reach their populations with COVID information, helping the New Mexico Supreme Court by connecting geographically disparate Counsel and live streaming their oral arguments, to teaching other stations how we leveraged streaming technology to mimic studio interviews using Zoom and other connective platforms.

Throughout it all NMPBS never lost focus on our core vision to expand horizons, stimulate local culture, foster public dialogue, encourage civic involvement, and advance the quality of life for all. We always did that by staying true to our mission to inform, engage, educate and connect New Mexicans through quality programming, services, and online content that can be accessed anytime, anywhere.

		FY21 Budget	YTD Budget	YTD Actuals	% of YTD Budget	PY Actuals FY20
Revenues:						
Corporation for Public Broadcasting grants	\$	1,556,000	\$ 1,556,000	\$ 1,745,269	112.2%	\$ 1,589,407
State Appropriation		1,047,000	1,047,000	1,047,000	100.0%	1,109,500
Gifts/Memberships		3,724,480	3,724,480	4,676,498	125.6%	4,105,939
Corporate Support		135,000	135,000	166,276	123.2%	293,285
Broadcast Production		334,500	334,500	455,042	136.0%	447,532
Translator Leases		87,310	87,310	93,638	107.2%	111,784
APS operational support		20,000	20,000	20,000	100.0%	20,000
Educ & Outreach		47,752	47,752	68,930	144.4%	60,303
Use of reserves/misc		123,000	123,000	1,728,615	1405.4%	797,847
Total Revenues		\$7,075,042	\$7,075,042	\$10,001,268	141.4%	\$8,535,597
Operating Expenses:						
Personnel	\$	3,707,450	\$ 3,707,450	\$ 3,719,045	100.3%	\$ 3,698,024
Fundraising		1,036,700	1,036,700	997,055	96.2%	968,855
Broadcast Program Acquisition		1,364,500	1,364,500	1,499,111	109.9%	1,436,660
Promotions		178,150	178,150	202,260	113.5%	236,422
Professional Services		168,000	168,000	245,563	146.2%	318,975
Telecommunications		60,299	60,299	63,388	105.1%	62,713
Travel and Prof Dev		13,288	13,288	6,794	51.1%	47,227
Equipment and support		72,365	72,365	106,290	146.9%	157,857
IT software and support		19,100	19,100	25,888	135.5%	15,420
Translator sites		97,895	97,895	105,477	107.7%	103,085
Repairs and Maintenance		65,450	65,450	81,985	125.3%	52,909
Automotive		15,242	15,242	18,660	122.4%	10,917
Office Supplies		54,143	54,143	63,168	116.7%	16,934
Dues and Memberships		18,750	18,750	18,464	98.5%	44,336
Bad Debt Exp		(16,550)	(16,550)	(29,854)	180.4%	47,695
Other Operating Exp		16,320	16,320	907	5.6%	(71,163)
Taxes and Fees		41,523	41,523	43,798	105.5%	44,615
Total Operating Expenses		\$6,912,625	\$6,912,625	\$7,168,000	103.7%	\$7,191,480
Transfer to (from) other fund types	\$	97,000	\$ 97,000	\$ (1,522,703)	-1569.8%	\$ (1,522,736)
Total Expenses		\$6,815,625	\$6,815,625	\$8,690,703	127.5%	\$8,714,216
Profit (Loss)		\$259,416	\$259,416	\$1,310,566	505.2%	-\$178,619
Fund Balance 6/30/21	\$	61,077	Plant Balance 06/30/21	\$	3,091,071	

II. SIGNIFICANT ACCOMPLISHMENTS

NMPBS launched our new TV broadcast format ATSC 3.0, also known as NextGen TV, on our KNMD transmission system June 30th 2021. Throughout 2021 NMPBS reengineered our broadcast presence, upgrading equipment, installing new transmitters and antennae, and redesigning our entire over-the-air presence. We moved all of our channel options to KNME Channel 5, making World and Create, two channels previously only seen in Albuquerque and Santa Fe, available to our entire coverage area. As a result, we gained the capacity to devote KNMD to ATSC3.0 NextGen TV. We are the first Public Television station in the country, and possibly the first television station of any sort, to broadcast our full complement in both ATSC1.0 and ATSC3.0.

NMPBS and KRWG worked collaboratively to secure a commitment from the New Mexico Department of Homeland Security and Emergency Management to provide Datacasting services statewide. The agreement is contingent on KRWG completing a broadcast signal path down to Antelope Wells in the New Mexico Boot Heel. Concurrent with that buildout all three New Mexico Public Television stations will provide Datacasting services for Public Safety purposes statewide. NMPBS negotiated and secured the agreement and is working closely with KRWG and NMSU to complete their translator path and build out Datacasting for Public Safety. The New Mexico Public Education Department has expressed strong interest in sharing this new pathway to deliver internet education content to at home students learning remotely.

FY21 fundraising activity included raising \$4,057,548 in individual giving. That total represents a 15.71% increase, \$560,410 over last year's total. NMPBS continues to excel in securing planned gifts from donors, raising \$484,889 in planned gift revenue. June 2021 was the highest grossing month in individual giving in the station's history at \$375,315. NMPBS posted record increases in distinct giving areas, 26.91% in email revenue, 23.79% increase in direct mail revenue, 23.95% increase in on-air revenue, 25% increase in lapsed revenue, 11.8% increase in and 15.4% increase in ongoing sustainer revenue, and a whopping 33.94% increase in major donor revenue. The most telling and sustainable metric though is that NMPBS recorded 27,538 active donors, as compared to an FY20 24,586 active donor count. And they were loyal as well; this year's donors had an 87% retention rate.

NMPBS expanded our partnership with UNM ECHO for Education and APS, helping with planning, implementation, and promotion of 23 teacher workshops on Social Emotional Learning and Supporting and Inspiring Teachers reaching 594 teachers from across the state including rural and tribal school districts and approximately 5,940 students indirectly. The workshops highlighted the expertise of APS administrators and master teachers, and leveraged the Project ECHO model.

NMPBS held two workshops exclusively for APS teachers on Ken Burns' documentary on Hemingway including new NMPBS LearningMedia resources. NMPBS conducted two PBS Kids Family Nights with six APS Community Schools for forty families. We supplied grant funded resources for Cyberchase Green-It-Up community gardens activities in four APS elementary schools. With APS administrative staff we planned and presented attendance conferences and three workshops supporting attendance teams at APS schools funded through NMPBS-CPB-United Way Mission: Graduate initiative. We created and distributed two highly successful and much sought-after career readiness series, "How Did I Become a Scientist" and "What It Takes", for NMPBS LearningMedia, featuring local scientists and health care professionals.

There were many significant advancements in content creation and distribution. We continue to grow our distribution business bringing on BBC as a major client. We continue

to lead the nation as the Alpha Prime test station working with PBS to expand the footprint of fiber/cloud distribution of national programming. NMPBS received a \$486,000 grant to lead a project to digitize and preserve content from all New Mexico public media outlets for the Library of Congress and the State Library system. Our local productions continue to gain relevance and win awards for their coverage of New Mexico. However, the best indicator of our overall relevance and value to the community has to be that NMPBS is one of the highest rated, most watched PBS station in the country. It is a rare week when we are not in the top 5 public television stations for prime-time viewership. Over all NMPBS ratings are 45% higher than the PBS system-wide average. We are, very proudly, one of the most watched PBS stations in the country.

III. FUTURE PLANS

Working with partners at KRWG-TV in Las Cruces, KENW-TV in Portales, NM PED, and NM DHSEM, NMPBS will provide Datacasting for Education and for Public Safety. This unique effort leverages the unparalleled reach of New Mexico's public broadcaster's signals to get vital data, including online instruction, to homes and first responders who are out of reach of the internet or cell phone connectivity.

NMPBS has continued to work with Navajo Nation Broadcasting with plans to expand their signals and our channels into the underserved areas of Ganado, Chinle, and Piney Hill next year. This work includes new channel searches, interference studies, and equipment budget research.

NMPBS will soon roll out an expansion of its existing service which handles inbound on-air pledge phone calls. Additionally, we will triage the dozens of weekly interactions between donors and staff and send less meaningful exchanges to its call service to free up staff time to better manage fundraising appeals and donor relations.

Leveraging the opportunities that come with the challenges of staff turnover, we are retooling our outreach and education department to better manage our growth in virtual screening events and remote learning through our NMPBS LearningMedia platform. One of their first initiatives will be creating a new series of career readiness modules under the "What it takes" theme centered around education professions, in response to the growing teacher shortages and education crises.

PBS national interest in our unique relationship with the Santa Fe Opera has opened some interesting opportunities to get a regular presence in the national schedule. We continue to work with both PBS and the Opera to find the best fit for Santa Fe Opera performances on the national public television schedule.

NMPBS: informing, engaging, educating, and connecting New Mexicans anytime, anywhere.

IV. ATTACHMENT

NMPBS operating principles and strategic initiatives

- Our roots in education will set our direction. We are more than educators, but the vision of Frieda Hennock, education and universal service, the fundamental reasons for Public Television, will be our lodestar.
 - Create, aggregate, & disseminate content that is educational & engaging
 - Public Television Programming
 - PBS Kids Programming
 - Local Programming
 - NMPBS LearningMedia
 - Digital Distribution
- Hyenas not lions. We do not need to be first, but when circumstances dictate that we lead, we will do so with humility and the guidance of those who have forged the paths before us. We will consult industry leadership, look for best practices, and follow closely on those initiatives that show value to New Mexico and promise of success.
 - Datacasting
 - Solutions Journalism
 - MMG Arts Initiative
 - Virtual screenings
 - ATSC3
 - PBS sIX Interconnection
- We serve the citizens of the state of New Mexico, our licensees, our nation, and the PBS system. The reach of our signal through over-the-air transmissions, satellite, cable, internet, and partner stations reaches every corner of the state. Insofar as our service to New Mexico intersects with the US and the PBS system we serve them as well. We seek support from our licensees to further our mission.
 - Boot Heel buildout with KRWG
 - Program distribution to KRWG & KENW
 - Program distribution from KENW and KRWG
 - Carriage of KNME on Navajo Nation Television network.
 - National program distribution
 - MMG Arts Initiative
- We will leverage our technology at every opportunity to further the mission of connecting New Mexicans anytime, anywhere. We will provide services through as many distribution models as we can manage. We will not tell viewers where to watch us. We will be where viewers look for us.
 - ATSC3
 - Datacasting for Education & Public Safety

- Web and Social Media presence
 - Streaming
 - On-demand distribution
 - Translator network
 - Engineering cooperatives with other broadcasters
 - Cooperative land lease arrangements
- Our viewers are our reason to exist. We should seek and leverage their support first, and seek other funding and support in furtherance of our service to our viewers.
 - Our most valuable asset is our relationship with our viewers
 - Find how viewers choose to support us and make it easy
 - Frame all other funding requests in terms of service to New Mexicans
- We exist legally and regulatorily to extend the Universal Service Mandate. We will use our resources to find ways to reach and serve every citizen in our coverage area with a free over-the-air broadcast signal.
 - We consider all of New Mexico and the Navajo Nation our service area
 - We seek to honor the Universal Service Mandate by extending our broadcast signal or supporting our sister stations broadcast signals throughout the state.
 - We consider KENW & KRWG equal partners in service to our citizens
 - We support any of their initiatives to extend their signals to include more New Mexicans
 - We defer to them in framing how we serve their constituents
 - Datacasting must include both stations
 - Building out the Boot Heel serves us all
 - We share all content to and from KENW & KRWG

Appendix H:

Parking & Transportation Services



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

Mission

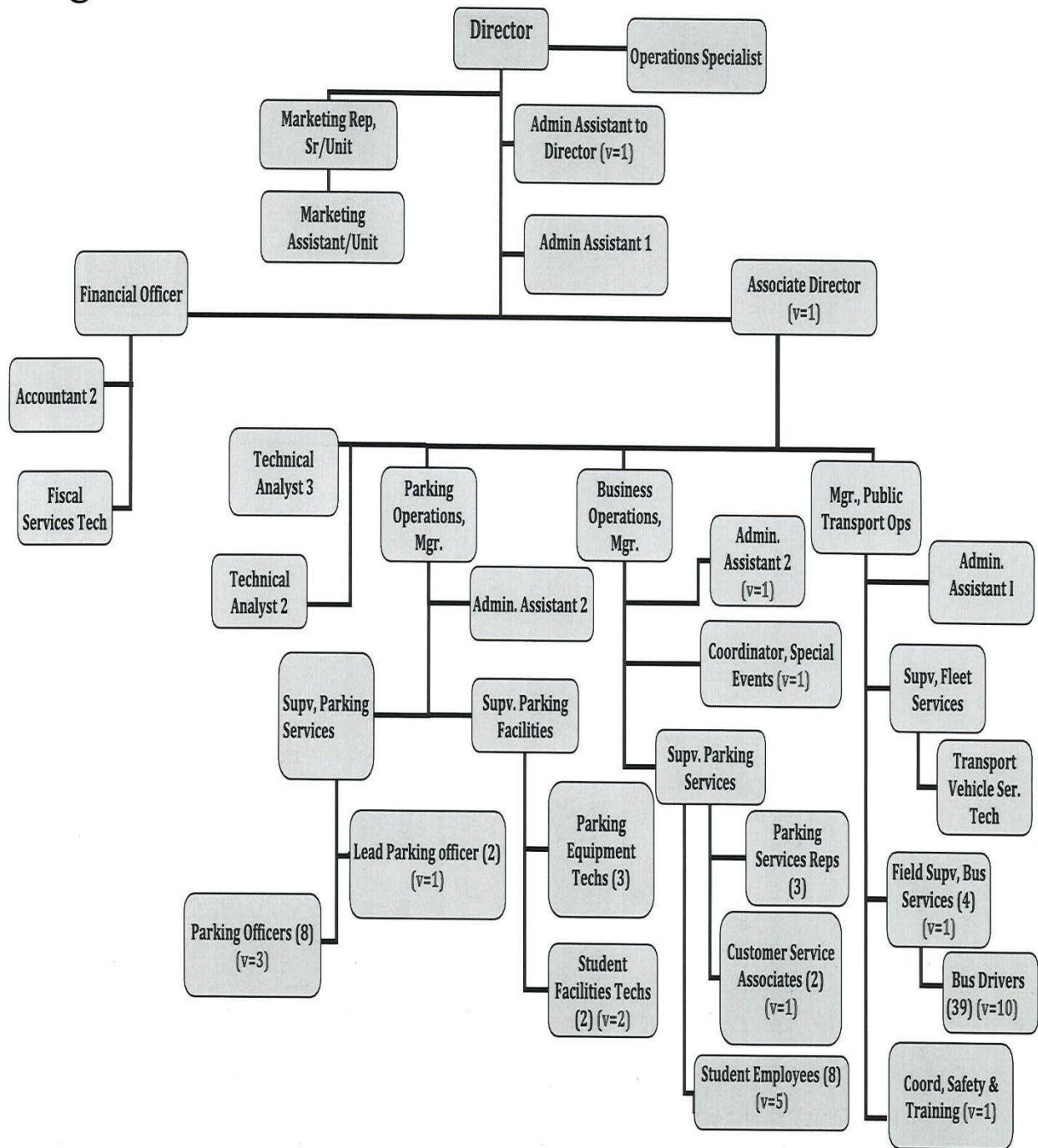
Parking & Transportation Services (PATs) supports the University's education, research, and service missions by providing access to key programs for faculty, staff, students and visitors through a variety of transportation services that consider the needs of each customer.

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) continued to provide quality services to the University community: faculty, staff, students, patients and visitors, as well as the Albuquerque community as a whole. Services offered by PATS includes permit parking, pay station (visitor) parking, across-campus shuttle services, and alternative transportation programs that include but are not limited to: ABQ RIDE Bus Sticker program, Bike Locker Program, Lobo Bikes, and Electric Vehicle (EV) charging stations.

As a result, of the COVID-19 pandemic, it required PATS to be flexible and forward-thinking in our planning, to implement different ways of providing services to customers, to be able handle the “not knowing” of what would happen next and planning anyway and that process to have several layers of “if this then that” ready to go if/when/as the environmental conditions and needs changed. PATS was successful in providing continuous services to the University with minimal disruption because of the proactive strategies that were quickly put into place. These strategies including splitting staff in each division - Transportation, Enforcement, Facilities and Business operations - into two groups who worked opposite schedules during each payroll period: week 1 = 3 days on campus, 2 days off; week 2 = 2 days off campus, 3 days on. Having the two distinct groups enabled us to limit potential exposure to the entire division in the event a staff member tested positive for the virus or in their personal life were exposed to someone who tested positive. There were several “positive” occurrences and, despite them, we were able to continue to meet the parking and transportation needs of customers with minimal disruption to the provision of services. The business office hours were reduced and customers were seen primarily by appointment only. Per CDC and FTA regulations, bus drivers and all passengers were required to wear masks when on the shuttle buses, and capacity of the buses was reduced to 25% of the seated capacity. All this plus more was done in order to protect staff – and PATS customers – to the greatest extent possible.

PATS’ other accomplishments included quickly moving many aspects of parking services to an on-line environment using various Formstack forms that allows for tracking of the different processes. For example, prior to the pandemic and in order to purchase a permit, UNM faculty and staff had to come in person to PATS business office. Now for those who pay for their permit through payroll deduction, the purchase can be facilitated by PATS staff through the on-line process. Prior to the pandemic, customers would need to come in-person to PATS to return their parking permit. Now there is an on-line process for them to use. Other accomplishments including enabling those staff whose work did not require them to be physically on campus (e.g. PATS’ finance and admin staff, the PSRs, etc.) to be able to perform their assigned duties from home as Tier 2 staff.

Financially, FY21 was a difficult year for PATS. With a minimal number of students, faculty, staff and visitors on campus, which directly impacts revenues gained by permit sales, use of pay stations on campus and special event support services, PATS financials

were negatively impacted. Some savings in expenses were realized by not filling open positions, e.g. Associate Director, Admin to the Director, a Field Supervisor/Bus Services, Special Events Coordinator. In FY21, PATS sold approximately 10,014 parking permits to faculty, staff, students, visitors and vendors, compared to FY20, in which over 15,000 permits were sold. Because of the pandemic, there were not special events allowed on campus, in FY20 PATS gained \$459,334 in revenue through provision of special event support services. PATS Reserves were wiped, and the Capital budget went to an all-time low of approximately \$145,000 at the start of the fiscal year, which meant no new buses were purchased, no major parking lot repairs were performed, no new IT equipment (e.g. pay stations, desk top computers, etc.) were purchased unless absolutely necessary.

• <u>Revenues –</u>	
○ Permits	\$ 3,623,173
○ Permits/Yale structure	\$ 330,977
○ Pay station parking/surface lots	\$ 339,831
○ Pay station parking/Cornell structure	\$ 97,930
○ Event Revenue	\$ 62,516
○ Citation fines	\$ 210,086
○ Other Income (includes parking loss rev)	\$ 91,601
○ COVID-19 CARES/HEERF2	<u>\$ 4,702,575</u>
Total:	\$ 9,458,689
• <u>Expenses –</u>	
○ Personnel	\$ 3,912,004
○ Taxes/Fees	\$ 679,519
○ Operating Costs	\$ 554,756
○ Transportation Costs (repairs, fuel, insur.)	\$ 376,870
○ Infrastructure Costs	\$ 44,504
○ Debt Service	\$1,496,328
○ Transfers Out (Real Estate, Bus Pass Program)	\$ 58,712
○ Capital Expenditures	<u>\$ 77,425</u>
Total:	\$7,200,117
(-\$2,996,578 Operating Loss w/out COVID Relief Funds)	

II. SIGNIFICANT ACCOMPLISHMENTS

BUSINESS OPERATIONS / FINANCIALS / INFORMATION TECHNOLOGY

- Contributed \$630,000 to Institutional Services Support's (ISS) capital program and UNM-funding.
- Contributed approximately \$337,760 in "In-Kind" (aka Goodwill) services to UNM departments and the community.

- Provided special event parking services (traffic control, vouchered parking, 1424 pay station validation codes, and/or parking attendants) for over 111 special events that resulted in a revenue gain of \$15,108.
- Reserved Permits
 - Maintained an average of 93% reserved spaces “sold” throughout the year
 - Reserved space revenue totaled approximately \$293,746
- Alternative Transportation Programs
 - Bus sticker program distributed approximately 1,200 bus stickers
 - Bike Locker program leased 71 bike lockers and maintained a 75% leased
- Customer Service
 - Business office staff answered
 - over 14,900 incoming calls
 - responded to over 6,200 e-mails
 - fulfilled 110 temporary permit orders for 87 different UNM departments. The total number of temporary permits issued was 6,920. This number includes “ITP” and scratcher” permits.
 - Modified key processes to align with UNM’s COVID-19 guidelines
 - Implemented a staggered schedule for staff to limit social contact while still maintaining office hours
 - After the Fall 2020 start-up, the business office returned to “service by appointment” in order to best implement UNM social distance guidelines.
- Notable Events (majority of which were transitioned to outdoor or drive-thru settings due to COVID-19):
 - Collaborated with RLSH, Casas Del Rio and Lobo ID to implement a drive-thru move-in process for all resident (aka dorm) students.
 - Developed drive-thru graduation plans for the following departments:
 - School of Medicine
 - School of Law
 - Speech & Hearing
 - Communication and Journalism
 - Anderson School of Management
 - BA/MD
 - Provided parking services for the following major film productions
 - Saving the World
 - Better Call Saul
- PATS IT, in collaboration with PATS Transportation and UNM Purchasing, worked on a Request for Proposal (RFP) for automatic passenger counting (APC) system. The RFP was released in April 2020 and went into contract with the approved vendor – Passio Transit – shortly thereafter. Installation of the APC system into PATS buses began late spring 2021.

- PATS IT facilitated the purchased of three (3) new laptops computers, and implemented remote computing solutions for use by business staff when working as Tier 2 (from home).

COMMUNICATIONS and MARKETING

- Continued to encourage use of the “Where’s My Bus?” via the smartphone application LoboMobile (New Employee Orientation/ New Employee Experience/ New Student Orientation).
- Cleaned out/re-organized Marketing & Communications files including the digital design, sign templates, assets, and communications files.
- Continued to work with UNM Communication and Marketing (UCAM) and Institution Support Services (ISS) staff on ensuring proper use of UNM Brand Guidelines in all promotional materials produced by the department.
- Ongoing communication/outreach efforts to customers and visitors to UNM regarding lot closures, shuttle service, disruption/detours, and campus events that might affect parking and /or traffic flow, etc.
 - Published over 80 direct messages/Press Releases to various groups of PATS customers impacted by lot closures, heavy traffic, and construction.
 - Posted approximately 132 social media posts last fiscal year, communicating construction messages, traffic notices, orientation information and business operational updates. PATS “earned” 156.7 Twitter impressions throughout the year, with approximately a 3.8% engagement rate.
 - Collaborated with ISS Communication and Marketing and other University Communication and Marketing members to keep informed on how city construction around the University has been impacting access to campus for the UNM Community.
 - Presented PATS overviews at over 50 various (virtual* & in-person) orientations and tabling events, e.g. student resource fairs*, New Employee Encounters (NEE), New Student Orientations* (NSO), Transfer and Non-Traditional Student Orientations*, and Family Connection Orientations*.
 - Maintained and edited the existing PATS website as needed to reflect current, accurate information, creating new images, icons, web pages, links, and maps.
 - Created/updated 20+ various forms, flyers, maps and other informational materials for the department’s internal and external use.
 - Created/produced over 150 different signs for internal and external use. This includes new reserved signs, ADA signs, bus magnet signs, etc.

- Updated online Formstack forms to maximize performance of our existing forms for(e.g.) PATS' Event requests, Rover Applications, Vendor/Contractor permits, etc.
- Completed production on a new PATS informational video on how to purchase a permit online for social media marketing; contains a visual overview of the process. (Posting on website is pending.)
- Created informational bookmarks to distribute at all tabling events.
- Continued the facilitation of the communications sent out due to the COVID-19 pandemic to inform the University community of service changes, closures, cancellations, permit sales, re-opening procedures, social distancing guidelines, etc.
- Updated the COVID-19 Shuttle Passenger Guide for the Transportation department to distribute and post in the shuttles.
- Worked closely with UNMH communications regarding impact of UNMH-related construction activities to customers.
- Working with other PATS employees, created a Zoom Lobby on the PATS website for virtual services for customers.

PARKING OPERATIONS (Enforcement and Facilities)

- Enforcement Officers issued approximately 17,306 citations and warnings. The payment of citation fines resulted in a revenue gain of \$210,086. Most common citations issued were for:
 - Failure to Display a Valid Permit – 60%
 - Pay Station violation – 16%
 - Permit Invalid for Zone violation – 8%
 - Patient Parking violation – 4%
 - ADA parking space violation – 3%
 - Unauthorized use of a Reserved parking space – 2%
- Facilities completed 651 work tickets in FY21. Work tickets included but were not limited to: cleaning up vandalism/broken glass in the parking lots/structures (91); setting up/taking down barricades for special events (185); general lot/structure maintenance and cleaning (23); painting parking spaces, curbs, hash-marks, etc. (28).
- Facilities performed maintenance and repair activities on approximately 142,789 square feet in UNM's parking lots and structures:
 - A-SHAC Lot – 26,577 sq. ft. Work was contracted out; PATS managed project work
 - PSFA Badge Activation Lot – 22,915 sq. ft. Facilities re-striped parking lanes, and installed ADA signage and stenciling.
 - UNMPD Lot – 12,862 sq. ft. Facilities re-striped parking lanes, and installed up-to-date ADA signage and stenciling.
 - TVC Lot – 22,143 sq. ft. Facilities re-striping parking lanes, and installed ADA signage and stenciling.

- New Electric Vehicle (EV) Charging Stations – 1,944 sq. ft. Facilities oversaw installation of two (2) new EV stations in collaboration with FM-Engineering. Facilities re-striped parking lanes, and installed EV signage and stenciling.
 - UNM Mail Services Lot – 56,348 sq. ft. Facilities striped parking lanes and did stenciling, and installed signage as needed.
- Facilities used 416 gallons of street paint (assorted colors) and 127 cans of aerosol striping paint. Paint was used to restripe/stencil parking spaces (white), fire lanes (red), no parking zones (yellow), loading zones (green), shuttle bus stops (yellow), accessible parking spaces (blue) in the following areas:
 - Redondo, Las Lomas and Campus Blvd. (B and C zones)
 - All Shuttle Bus Stops
 - A Lot (“A2 and A3”) along Central Avenue
 - A-Student Services Lot
 - G and Q Lots
 - R-Zone (all lots)
 - M-Zone (Family Practice, Dental/Novitski and Facilities Management)
 - W-Zone (all lots)
- Performed inspection (annual) of all parking spaces on the UNM campus and updated associated Computer-Aided Design (CAD) maps of the parking lots and structures accordingly.
- Performed on-going evaluation of accessible (ADA) parking spaces, in effort to ensure equitable, adequate and appropriate access to all areas of the UNM campus is maintained.

TRANSPORTATION OPERATIONS

- Shuttle operations had a total of 59,825 passenger boarding’s:
 - 59,823 passengers on regular weekday shuttle service
 - 2 passengers on special event shuttle service for 1 special events.
- Shuttle operations went to limited operationS due to the COVID-19 pandemic on March 16, 2020 with service discontinuing March 20, 2020. Shuttle Operations started operating again on a limited (25% of seated capacity) basis effective June 1, 2020. The effective of the pandemic to shuttle services was a decrease of 910,789 (93%) passenger boarding’s from FY20 service levels, which translates to:
 - A decrease of 858,145 passengers on regular weekday shuttle service
 - A decrease of 52,644 passengers on special event shuttle services
- The total cost for shuttle busses repair and maintenance was \$284,435. This includes \$271,677 for the basic repairs and maintenance and \$12,758 for major (capital) repairs. NOTE: PATS’ 5-Year Capital Plan calls for the replacement of 1-

3 buses per year. However, with the continued impact of UNM's declining enrollment coupled with the financial impact that was created by the pandemic, PATS was unable to replace any of its aging fleet (buses and service vehicles).

- The shuttle bus fleet has an average age of 8.3 years, with the age, mileage and fuel type as follows:
 - 2—2001 model year buses (20 years), CNG fueled
 - Mileages: 91,231; 105,873
 - 3—2002 model year buses (19 years), CNG fueled
 - Mileages: 112,789; 118,570; 129,984
 - 2—2003 model year buses (18 years), CNG fueled
 - Mileage: 124,294; 138,188
 - 2—2007 model year buses (14 years), diesel fueled
 - Mileages: 172,319; 139,677
 - 4—2009 model year buses (12 years), diesel fueled
 - Mileages: 117,756; 138,910; 146,485; 144,640
 - 3—2012 model year buses (9 years), diesel fueled
 - Mileages: 112,816; 106,132; 108,693
 - 1—2013 model year bus (8 years), diesel fueled
 - Mileage: 81,910
 - 5—2014 model year buses (7 years), 3 diesel and 2 CNG fueled
 - Mileages: 90,595; 91,278; 82,118; 75,389; 72,217
 - 6—2016 model year buses (5 years), 4 CNG and 2 unleaded fueled
 - Mileages: 57,302; 76,330; 68,300; 87,343; 87,862; 69,694
 - 1—2018 model year bus (3 years), unleaded fueled
 - Mileage: 23,195
 - 1—2019 model year bus (2 year), CNG fueled
 - Mileage: 42,557
 - 2—2020 model year buses (1 years), CNG fueled
 - Mileages: 14,706; 10,127
- Shuttle operations in FY21 resulted in 138,263 miles on the buses using a total of 43,635 gallons of fuel with an average of 3.17 MPG: 14,825 gallons (34,946 miles) of Diesel; 22,395 “gallons” of CNG (71,524 miles), and 6,414 gallons of Unleaded (31,793 miles).

III. FUTURE PLANS

- Replace four-five shuttle buses and two service vehicles that well beyond their “useful life” (per FTA standards for public transit vehicles) and have become costly to maintain. Our hope is that the buses and service vehicles will be purchased/replaced within the next 1-2 years, and/or as capital funds allow.
- Perform over-due major repair/maintenance work on parking lots located on primary Central and South campuses (e.g. T Lot, various parking lots around the

football stadium, The Pit, R-Central and Girard, N-Diabetes, etc.). Projected cost is just under \$2.8 million.

- Continue working with UNM Planning, Design and Construction (PDC) and Walker Parking Consultants, as well as other campus partners, on the feasibility study initiated in late spring 2021 and eventual site location, design and construction on (at least) two new parking structures on the UNM campus(es). The parking structures will help address ongoing losses of parking due to construction activities occurring on Central and North campuses, and will help position the University for future parking and transportation needs of the community it serves.
- Continued collaboration with HSC to address parking needs of student, faculty and staff who attend classes and/or work on the North Campus.
- Continue to explore advances in Information Technology (IT) that supports and facilitates better use of UNM's parking lots/structures and shuttle services and, in doing so, enhance the customer experiences. The APC system installed on the shuttle buses is a good start towards improving shuttle services. Next steps could include purchase and installation of mobile data terminals (MDT) which would connect to digital signage to be installed at bus stops. On the parking side, advances could include "permit-less" parking; more short-term (aka "in-the-moment") parking that does not require use of an annual permit; ability to locate and "reserve" open parking spaces using a smartphone application.

Appendix I:

Planning, Design & Construction



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

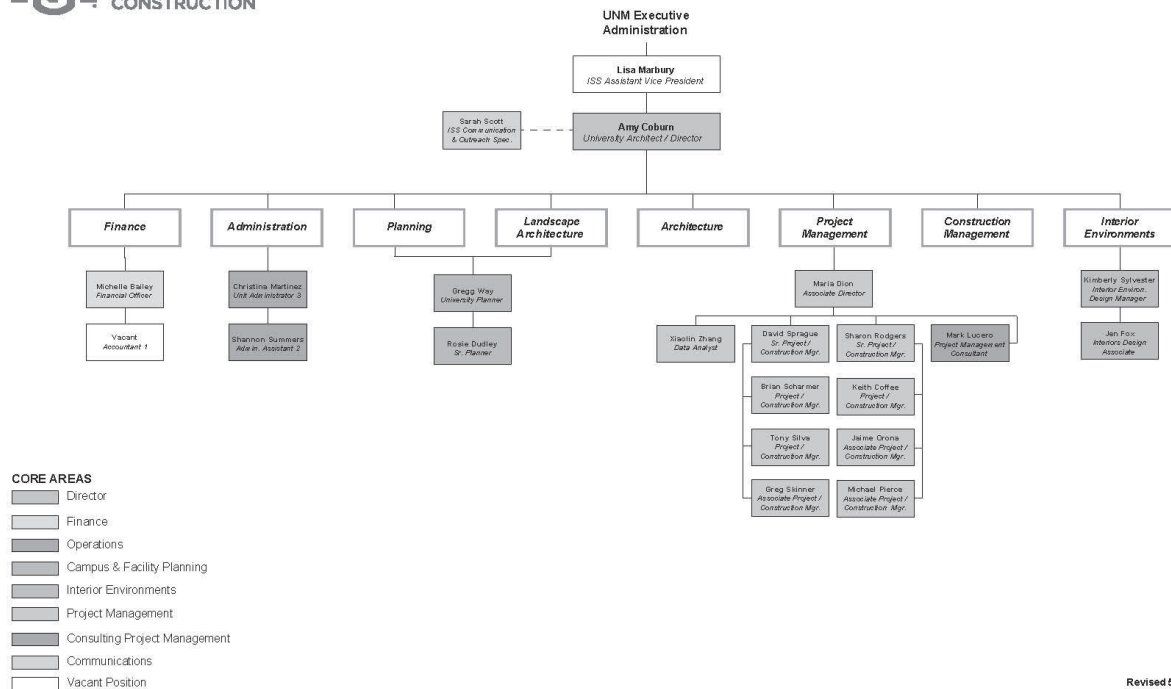
Mission and Vision

Mission

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

Vision

Great spaces for great people doing great things!



Revised 5.19.21

I. EXECUTIVE SUMMARY

UNM Planning, Design & Construction (PDC) accomplished our work responsibilities, executing over \$200 million of capital project scope within 134 projects and operating in a significantly remote format throughout FY21. PDC was able to manage with professionalism and focus through the COVID-19 pandemic.

The implementation of remote work communications tools such as ZOOM and MS Teams provided operational efficiency. However, we experienced some amount of staff burnout. FY21 brought the retirements of several long-serving staff. Through careful management, the team was able to address these staffing changes through workload reallocation and coaching.

In the Spring, PDC leadership engaged with a professional development service, Dorrier Underwood, who provided refreshed tools and professional growth opportunities during this challenging, dynamic period.

PDC experienced a productive, successful, and to a surprising degree, enriching year. Our projects were delivered substantially on time - on budget, and aligned with the goals and objectives of the ISS administration. PDC ended the year with an \$838K reserve balance. The work efforts of each PDC team member are what allowed for PDC's success in FY21.

Cumulative for PDC as of June 30, 2021	
	EOY
TOTAL REVENUE	\$2,032,898
Total Compensation	\$1,887,828
Total non-Salary Expenses	\$329,017
TOTAL EXPENSES	\$2,216,845
Profit (Loss)	(\$183,946)
Year End Reserves	Balances
240A	\$14,176
250A	\$823,938
Total Reserves for PDC	\$838,114

PDC operates with revenue generated from Instruction & General (I&G) and the Internal Service Unit (ISU). Funds and revenues combine and support the FY21 operations budget of \$2,216,845. PDC's year-end resulted in a loss of (\$183,946) and ended the Fiscal Year 2021 with a reserve balance of \$838,114.

II. SIGNIFICANT ACCOMPLISHMENTS

PDC staff managed an average of 12 projects per month. Projects impacted (paused or canceled) by the pandemic were smaller UNM department projects, which enabled PDC to operate without significant financial disruption. Below is a summary of projects, sorted by project budget size, active as of June 30, 2021.

Active Projects (June 30, 2021)

PDC Projects 6/30/21				
Budget Range	Quantity	%	Total	%
Under \$100k	55	41.04%	\$1,228,944	0.60%
\$100k-\$299,999	35	26.12%	\$6,660,145	3.27%
\$300k-\$999,999	23	17.16%	\$12,828,871	6.29%
\$ 1 Million and over	21	15.67%	\$183,260,005	89.84%
Total	134	100.00%	\$203,977,966	100.00%

Main Campus Projects over \$1 Million Completed in FY21

Physics & Astronomy Interdisciplinary Science (PAIS): New construction of 139,000 Gross Square Feet (GSF) (total project budget was \$65,746,710), PAIS was completed in FY20. The final piece of this project, the TEM Suite, was completed in FY21.

FSAE Motorsports Lab: This \$1,550,000 project renovated and equipped 9,180 GSF of shelled basement space and adjacent exterior storage area in the Farris Engineering Center (Building 119). This program provides racing car laboratories and fabrication spaces for the College of Engineering, Formula Society of Engineering (FSAE).

Natural History Science Center (NHSC): The NHSC renovation of the Biology Annex achieved substantial completion in June 2021. The project has received additional funding for the first phase of compact storage, which will complete in Spring FY22.

Student Health & Counseling (SHAC) Phase 1 Renovation: The SHAC project remodeled and furnished approximately 14,900 GSF in the Student Health Center (Building #073). The space provides Mental Health Counseling, Health Promotion/Marketing, Pharmacy, Travel Health, and Allergy and Immunization Clinic (A&I). SHAC was funded by 2017 bonds and departmental funds (student fees and self-generated revenue), and completed in May 2021.

The **UNM Press - UNM Library Shelving**: UNM Press project installed \$1,136,000 of high-density shelving units, in the South Campus Repository, completed in February 2021.

Johnson Center Expansion and Renovation (JCER): JCER achieved substantial completion in February 2020. The project subsequently received additional funding to renovate ceilings and lighting, as well as security screens. JCER includes added security screens between the Cornell parking garage and the west end of the new construction. The additional scope will complete in 2022.

Clark Hall Phase 2: Renovating a total of 43,998 GSF, a \$16,250,000 project, Clark Hall supports offices, research and teaching labs, and support spaces for the Department of Chemistry and Chemical Biology. The project provides safety and code compliance improvements, mechanical, electrical and plumbing and information technology system upgrades, and LEED Silver certification. The project will be complete in 2021.

Popejoy Artist Support Spaces: \$1,479,154 project budget to renovate spaces for visiting performing artists and their crews on the second floor and basement, including dressing rooms and associated restrooms. The project will be complete in 2021.

ROTC Renovation: A \$9,514,000 renovation of the Alpha Chi Omega house will start construction in the fall of 2022. The project involves renovating the former Alpha Chi Omega building recently acquired by UNM, located at 1635 Mesa Vista Road on UNM's Main campus. The 18,700 GSF renovated building will house the three ROTC service units: Air Force, Army, and Navy that currently occupy space in all or portions of 6 separate buildings.

The Lobo Welcome Center: The Lobo Welcome Center is a \$6,800,000 renovation of historic Building #151 (current Navy ROTC). The project will begin design in 2021 and will complete design in spring 2022. Construction will commence in July 2022.

Security Cameras – Campus Video Surveillance: The project will install a video camera surveillance system in 32 UNM parking lots at UNM Albuquerque Campuses and includes design, fabrication, installation, and final acceptance testing of cameras, enclosures, software, and hardware by a specialized contractor to create a functional system. The project is funded by 2019 severance tax bonds and will complete in FY22.

Significant Branch Campuses Projects

UNM Valencia Workforce Training Center: The project budget is \$8,374,129 for 19,095 SF new construction in Los Lunas to provide a vocational lab, computer labs, classrooms, and offices to support the local workforce training opportunities. The project includes site development, infrastructure, parking, and new facility construction. The project is under construction and will be LEED Silver certified. Funding for the project is Valencia reserves and Valencia Building General Activity. The project will complete in FY22.

UNM Valencia Campus Infrastructure: A \$4,900,000 project provides design and rebuild of the interior of the Valencia Student Center, including kitchen, offices, and other spaces, and a Lecture Hall renovation, creating an accessible technologically and aesthetically updated environment for students. Project will complete in FY22.

UNM Valencia Student SVC Fire Suppression Upgrades: \$2,000,000 installation of fire suppression and campus-wide alert systems for five buildings at UNM Valencia, completed planning in FY21 and will start design and construction in FY22.

UNM Taos College Pathways to Careers Center: An 11,650 SF new construction on the Taos Campus that will provide one-stop educational and career support services to include; tutoring, college preparation, career-bound education, counseling services, learning, and research support through the library, Southwest Regional Center (SWRC) and the Northern NM Acequia Archives. Construction is underway and will complete in FY22. The project will conclude in December 2021.

UNM Gallup Gurley Hall Vocational Facilities Update: A \$6,435,000 project which renovates the existing Center for Career tech facilities, including Gurley Hall and other locations at the Gallup branch campus. Planning services completed in FY21, and design services will go out for RFP in early FY22.

Planning

The PDC planning group has managed numerous campus-wide planning and design initiatives and projects, such as the following:

College of Fine Arts Master Plan: The CFA Plan evaluates the college's academic, facilities, and strategic directions to develop a master plan for the next ten years.

Central and Girard: This is a landscape improvement project for a significant corner of the University. The project includes landscape improvement, and the introduction of a university branded art icon signage element.

Asset Management Program (AMP): The AMP is a University-wide initiative looking at the assets of the University (buildings, real estate, infrastructure, types of space, parking and transportation, etc.) to develop a management program that evaluates them holistically as opposed to separately. The objective is to align the valuable resources of the University with our mission objectives.

Facility Utilization: Together with ISS, CSS, and the Provost's Office. PDC developed a database looking at our classroom and lab utilization rates compared to national trends. Further investigation is needed to verify the initial findings and determine what policy changes to recommend to the administration.

UNM Gallup: PDC initiated an architectural feasibility planning study for proposed improvements within Gurley Hall. The project is now in design for construction in 2022.

Lobo Welcome Center: PDC planning, working with Enrollment services, initiated an architectural feasibility project for adaptive reuse of a historic structure. The project is in design for construction in 2022.

Interior Environments

Interior Environments provides professional service resources for furniture scope development, project pricing, procurement, move implementation plans, interior design consulting, and building interiors oversight. The unit also supports classroom renewal projects with new furnishings, reuse, and repurposing existing classroom furniture. Interior Environments work associated with large construction projects is developed in-house through a competitive RFQ process.

In FY 2020 - 2021, Interior Environments managed and completed nine projects valued at \$605K in furnishings, fixtures, and equipment (FF&E) and supported the selection of and coordination with facilities for many millions of dollars of selected building materials within larger and smaller projects budgets.

III. FUTURE PLANS

PDC is well-positioned to attend to institutional strategic planning, facility planning, and capital projects work efforts in FY22. The launch and utilization of our Project Management Information System (PMIS) is a notable contribution for FY22. PDC's PMIS solution is Oracle Unifier. Oracle Unifier is business infrastructure, and its implementation is a milestone effort that will provide enormous financial and management prowess for the University's planning, design & construction enterprise.

Other significant efforts are related to PDC's role in the leadership of the AMP. Within the AMP, PDC strives to collect and synthesize complex content of our physical environment to provide recommendations for our executive leadership. The AMP includes space use and reduction, facility retirement, auxiliary planning (parking & res-life housing), and real estate. PDC's pending Comprehensive Campus (Master) Plan is central to the AMP and the University's strategic planning.

Additionally, FY22 brings project management work with important internal clients such as the College of Fine Arts and our UNM clients in Taos, Gallup & Valencia.

Appendix J:

Public Events /

Popejoy Hall



OFFICE OF THE
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FINANCE & ADMINISTRATION

Mission and Vision

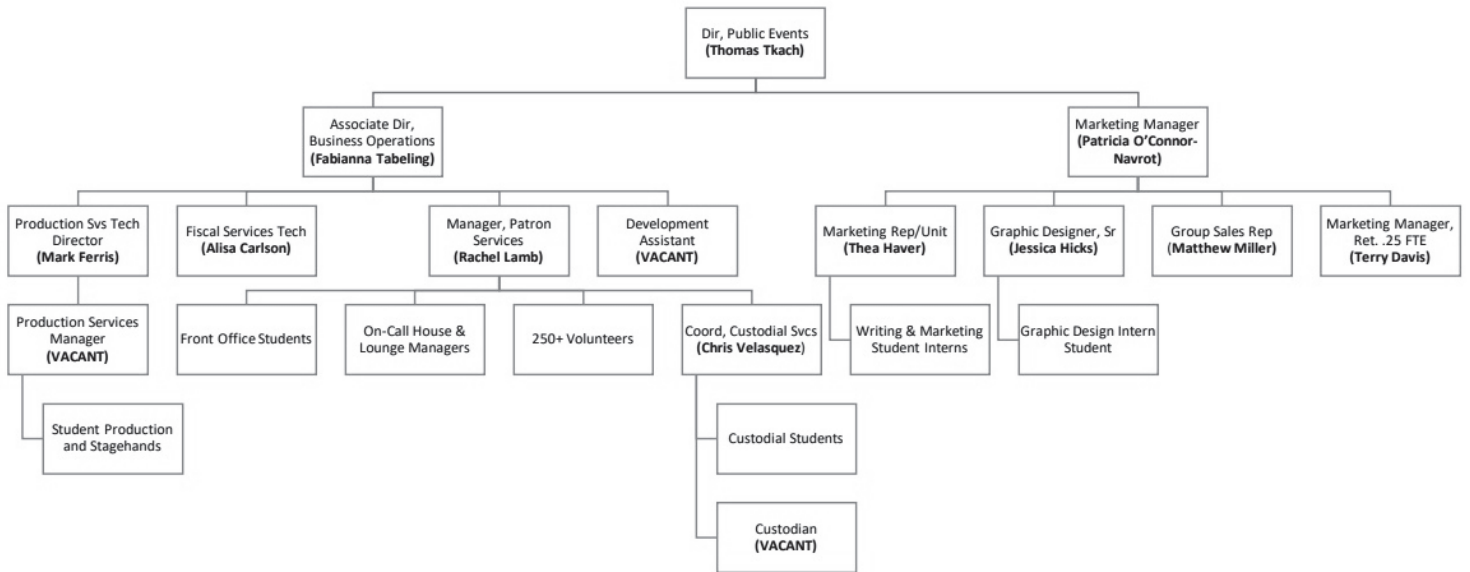
Mission

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



I. EXECUTIVE SUMMARY

Unfortunately, due to the COVID-19 pandemic, all performances at Popejoy Hall were postponed or canceled beginning with *Escape to Margaritaville* on March 12, 2020. No events were held in person at Popejoy Hall during FY21, however five virtual events were held for our Popejoy Presents series, and six virtual events were held for our Schooltime Series, providing patrons of all ages with continued access to the arts.

The budget for a normal 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. As such, Popejoy's typical fixed overhead expenses are around \$1,500,000. The total budget ranges from \$5 and \$10 million.

Popejoy's financial stability continues to be dependent upon both earned revenue from ticket sales and contributed income from both individuals and local businesses. Contributed revenue totaled \$850,000 in donations during FY21. Earned revenue from ticket sales is the largest contributor towards Popejoy's financial stability. Without ticket sales during FY21, Popejoy had a deficit of \$3,369,711 at the end of the fiscal year.

Popejoy applied for a grant from the Shuttered Venues Operator Grant jointly with UNM Ticketing Services to assist in covering deficits in FY21 and any in FY22 due to COVID-19. Shortly after FY21, we were notified that the application had been successful, which resulted in an award of \$3,369,711, covering the entirety of the deficit accrued during FY21.

While shuttered, Popejoy made great progress toward capital improvements, namely the artists support spaces and dressing rooms.

II. SIGNIFICANT ACCOMPLISHMENTS

In lieu of presenting events for patrons to attend in the hall, Popejoy presented several virtual programs including:

- Christopher Jackson: Live From the West Side
- I Have a Song to Sing, O! performed by the New York Gilbert and Sullivan Players
- Artrageous: A Very Colourful Christmas
- Ireland with Michael
- Piano Battle: LIVE From Berlin

Schoolchildren were able to enjoy the following performances:

- Miss Nelson
- Beatrix Potter & Friends
- Charlotte's Web
- Finding North
- American Ballet Theatre Studio Company
- Julius Caesar: Shakespeare in the Schools

Development efforts continued during Popejoy's shut down, resulting in a total of \$850,000 in contributions. This includes continuing contributions to the Benefactor Program, as well as individual campaigns such as the Step Up for Popejoy campaign.

In preparation for reopening, Popejoy began its annual maintenance on the stage, lights, equipment, and storage spaces. Prior to allowing stage crew back into the building to work, Popejoy enacted COVID safe practices to be utilized by everyone entering the building, including temperature checks, symptom screenings, social distancing, and masks.

Work on Phase III, the completion of Popejoy's capital campaign, continued. This included the renovation of the remaining artist support spaces that had not already been renovated. Additionally, as part of the fire suppression system upgrade, there were new smoke dampeners added to Popejoy's stage house roof.

During FY21, Popejoy completed its transition to Paciolan for ticketing services. One of the main features of this transition is the ability to use mobile tickets and hands free ticket scanning.

III. FUTURE PLANS

Popejoy Hall reopened to the public for events to be held in the 2021-2022 season. Events resumed on September 15, 2021 and include many rescheduled events from the 2019-2020 season. In addition to the rescheduled events, Popejoy has scheduled a full season featuring four Broadway shows, including *Hamilton* which will have a three week run in January and February 2022.

In preparation for reopening, Popejoy will review COVID safe practices for staff, volunteers, and patrons and communicate those policies effectively. This includes the procurement of additional cleaning and sanitizing equipment, as well as PPE for volunteers and patrons (as needed).

Popejoy will also complete the conversion of its conventional house lighting to modern LED fixtures in FY22 and upgrade the current lighting console, allowing for a greater range of lighting possibilities. Finally, the in-house audio technology currently used will be converted from traditional analog-based technology to state-of-the-art digital version, putting Popejoy in line with modern sound demands.

Finally, plans to install a new closed captioning system, GalaPro, to be used by the deaf and hard of hearing community will be finalized in FY22. This will allow for more ADA accessibility for all patrons.

Appendix K:

Real Estate

Department



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

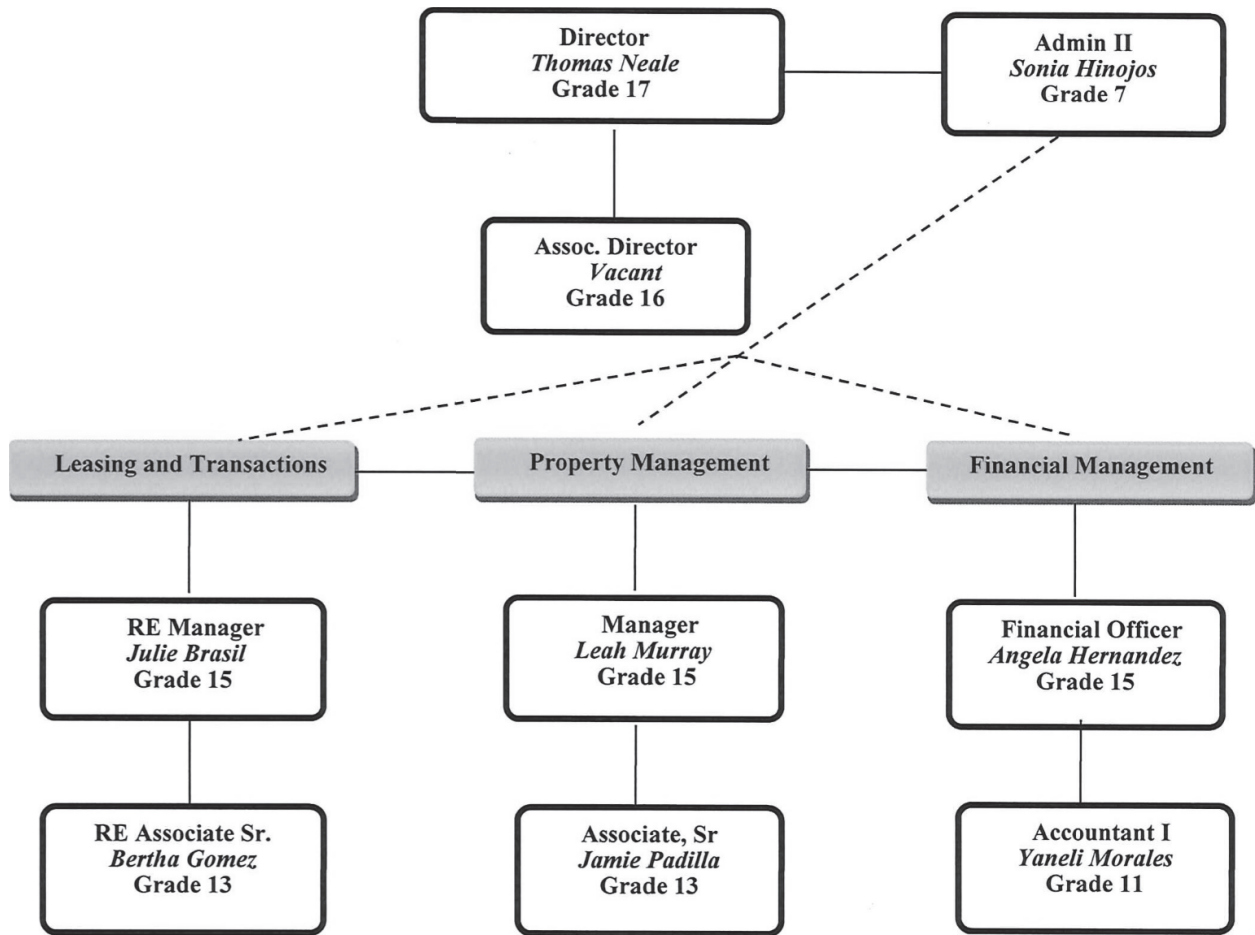
Mission

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



I. EXECUTIVE SUMMARY

The University 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 236 leases containing approximately 1,538,005 square feet totaling approximately \$14,973,761 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 with two assigned to property management of over 500,000 square feet of office and R&D space, two assigned to leasing and real property transactions, and three assigned to financial/asset management and administration.

Annual Operating Budget in FY21:

• Administrative Operations	\$ 992,090
• Assets Under Direct Management	\$ 9,006,019
• Capital Improvement Projects	\$ 739,927
• Departmental Debt Service Requirements	<u>\$ 1,662,210</u>
	Totals \$12,400,246

II. SIGNIFICANT ACCOMPLISHMENTS

Fiscal Year 2020 - 2021 was dominated by the COVID-19 pandemic with impacts on all aspects of RED operations. 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. During the past year, RED maintained stable occupancy and tenant retention with a nominal loss in revenue for assets under direct management. Actual to budget year-end variance was a net loss in projected net income of \$57,000.

Our management team at the Science & Technology Park coordinated building closures and enforcement of University and State-mandated closures with approximately 50 tenants. We maintained favorable tenant relations and were able to bring the buildings back on line with little disruption and no significant loss in occupancy levels.

RED provided professional support to Lobo Development Corporation's efforts to establish a tax increment development district at our South Campus and southern

gateways along Central Avenue at University Boulevard and Girard Boulevard. Other activities during the pandemic included active engagement in partnership with the UNM School of Engineering in the creation of the UNM Research Innovation Collaborative with Sandia National Laboratory and the Air Force Research Laboratory. Tasks included preliminary feasibility analysis and cost estimates.

III. FUTURE PLANS

Collaborative Research and Development Facility: Complete negotiations with stakeholder occupants of the proposed UNM Research Innovation Collaborative and position the project for construction commencement in early 2022.

Energy Saving Collaboration: 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.

IT Network Infrastructure Upgrade: Complete a near-term plan to upgrade the data infrastructure at the Science & Technology Park to replace the aging fiber and data hub.

Student Family Housing: Complete the disposition of the former Student Family Housing project at 961 Mesa Vista Drive.

Asset Management Program: Complete the real property database component of the ISS-sponsored asset management program.

Appendix L:

Residence Life and Student Housing



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

Mission

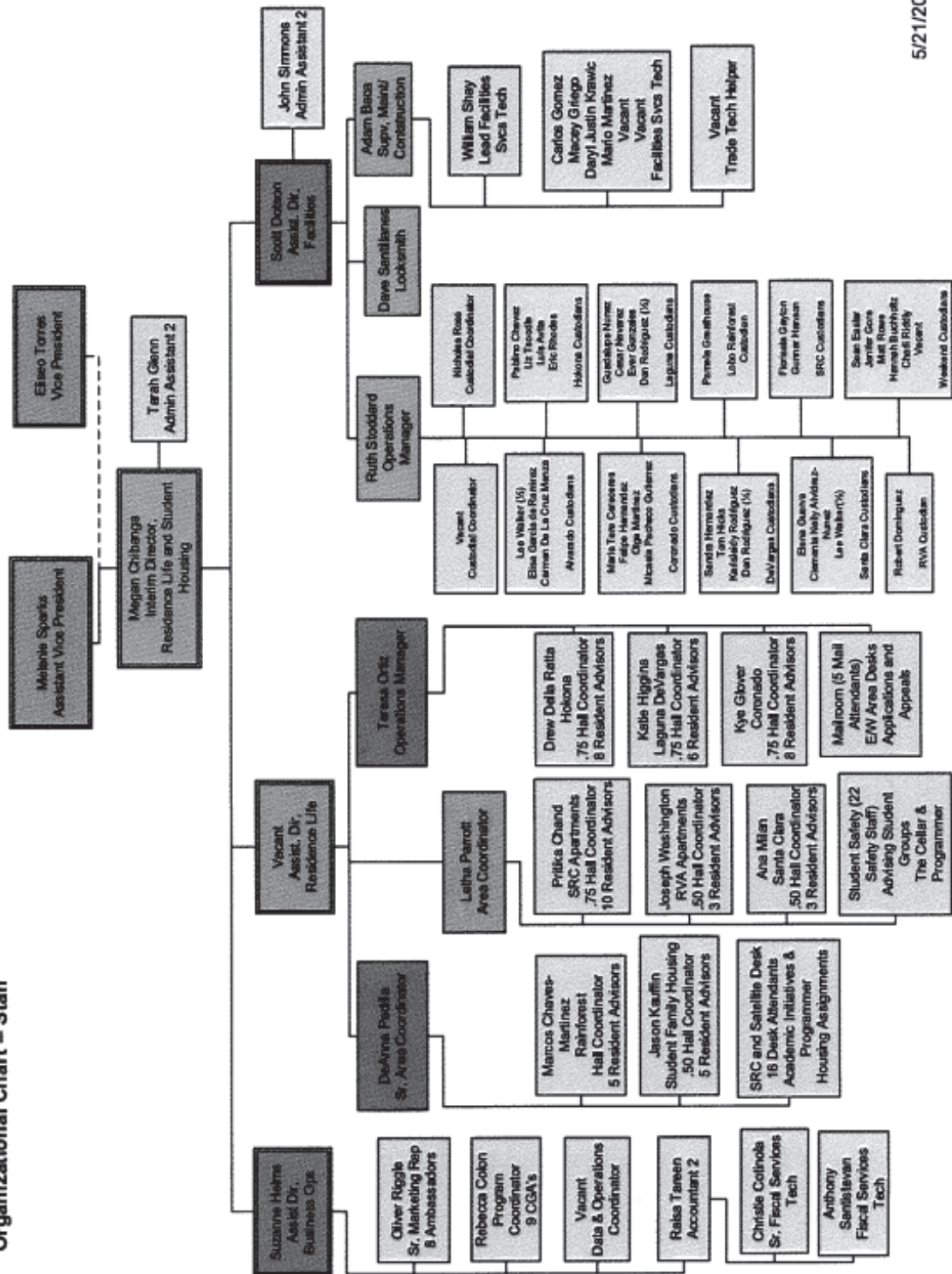
To foster inclusive, community-based living environments consciously designed for our residents' personal growth and academic success in well-maintained facilities.

Vision

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

Organizational Chart

NM RESIDENCE LIFE & STUDENT HOUSING
Organizational Chart – Staff



5/21/2021

I. EXECUTIVE SUMMARY

UNM Residence Life & Student Housing (RLSH) continues to deliver the positive collegiate residential experience the department envisions for students. Despite significant disruption due to COVID-19, the department focus remained on balancing available resources with facility requirements, partnering with other campus departments whenever possible and planning for future needs.

Fiscally, with an annual budget of \$8,571,355, the department has been conservative in staffing and expenditures in light of enrollment and occupancy challenges. Due to the impact of COVID-19, revenue and expenses were reduced but there was shortfall and department reserves were used. Despite this, the department contributed to the University as well as department plant fund.

II. SIGNIFICANT ACCOMPLISHMENTS

UNM Residence Life and Student Housing was able to provide a positive living experience for 1,335 students on Main Campus and Lobo Rainforest.

In FY21, COVID-19 heavily impacted department room rent revenues, a result of strategically managed occupancy restrictions in residence halls and apartments, and intentionally liberal policies to provide flexibility for students to cancel or petition to be released from their housing agreements. Further revenue losses accrued from suspension of on-campus conferences, interns and short term housing programs. In addition to department revenues of \$5,275,167, the department received \$3,296,168 in revenues from allocated Institutional CARES and HEERF 2 funds, to recoup documented COVID-19 related revenue losses and extra expenses, for a total realized budget of \$8,571,355. Through prudent management of variable expenses, after expenses and debt service, the department contributed \$440,000 to Institutional Support Services and \$205,000 to department plant fund. The department was able to reduce expenses, and ended the year with a net addition to reserves of \$264,519 with an ending reserve balance of \$799,847 at year-end.

The most significant accomplishment of FY 2020-2021 is the handling of the COVID-19 impacts on the University and housing. For Summer 2020, residents who remained in campus housing after March 24, 2020 were permitted to remain living on campus and were relocated to Student Residence Center. All Summer 2020 conferences with housing arrangements cancelled or rescheduled for Summer 2021. The summer intern programs were all cancelled by the sponsoring organizations. Throughout the 2020-2021 academic year, RLSH operated residential housing at a reduced capacity for the academic year and was able avoid any large outbreaks of COVID-19 within the residential facilities.

With some limited remaining departmental funds, RLSH worked with UNM IT and was able to upgrade WiFi access points in Redondo Village Apartments. Additionally, through University funding, RLSH, in conjunction with Planning, Design and Construction, completely reconstructed the stairs at Redondo Village Apartments due to a risk of imminent failure.

The plant fund balance ended the year with \$883,092 with \$329,845 of that balance committed to projects that were underway or had been completed but not paid for yet.

In 2019, it became apparent that significant structural issues were developing in Student Family Housing facility. A facility review continued with UNM PDC. In January 2020, residents were notified that the facility's future was being reviewed and that renewal contracts for 2020-2021 would only be for the period ending in May 2021. In June 2020, RLSH notified Student Family Housing residents that the facility would be decommissioned and would close at the end of May 2021. An extension was later implemented so that residents at the facility would have until the end of June 2021 to completely vacate their assignment. At the beginning of June, RLSH began a series of regular communication with each of the remaining SFH residents on a weekly basis to remind them of the upcoming deadline. On June 30, 2021 the remaining three residents left the property and the facility closed.

Residence hall occupancy numbers are reflected in the following table:

Fall 2020	1,335
Spring 2021	890
Summer 2021	294

COVID-19 resulted in the loss of Summer 2020 and Summer 2021 Conferences and Intern programs, except for one small Summer Bridge program approved by the Provost to proceed in June 2021, with FY21 Conference revenues of \$8,960.70 and 224 bed-nights.

The intern program averages a summer participant count of 188, with interns from Sandia National Labs, the Air Force and other smaller local organizations. However, in FY21 the intern programs were cancelled and -0- revenues realized, due to the aforementioned COVID-19 impacts.

The short-term housing program also was shut down in March 2020, and continues to be suspended due to COVID-19, until further notice. For FY21 we realized -0- revenues from this program.

The Resident Education efforts were strong with over 1,000 programs implemented by Resident Advisors, Community Associations, Residence Hall Association, and on campus housing organizations.

III. FUTURE PLANS

- Maintain a COVID safe living environment for UNM residents that balances need to keep students and staff safe with developmental and social

needs for residents.

- Due to COVID-19 reduced occupancy, reduce expenses where possible without compromising safety and security.
- Address unacceptable flooring installation from recent Coronado Hall facility project, and review Coronado for a comprehensive facility upgrade which addresses infrastructure as well as cosmetic improvements.
- Update Living Learning Program including enhanced partnership with Academic Affairs.
- Undergo a strategic review to develop a comprehensive plan to address aging facilities with extensive needs.

Appendix M:

Staff Council



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

Mission

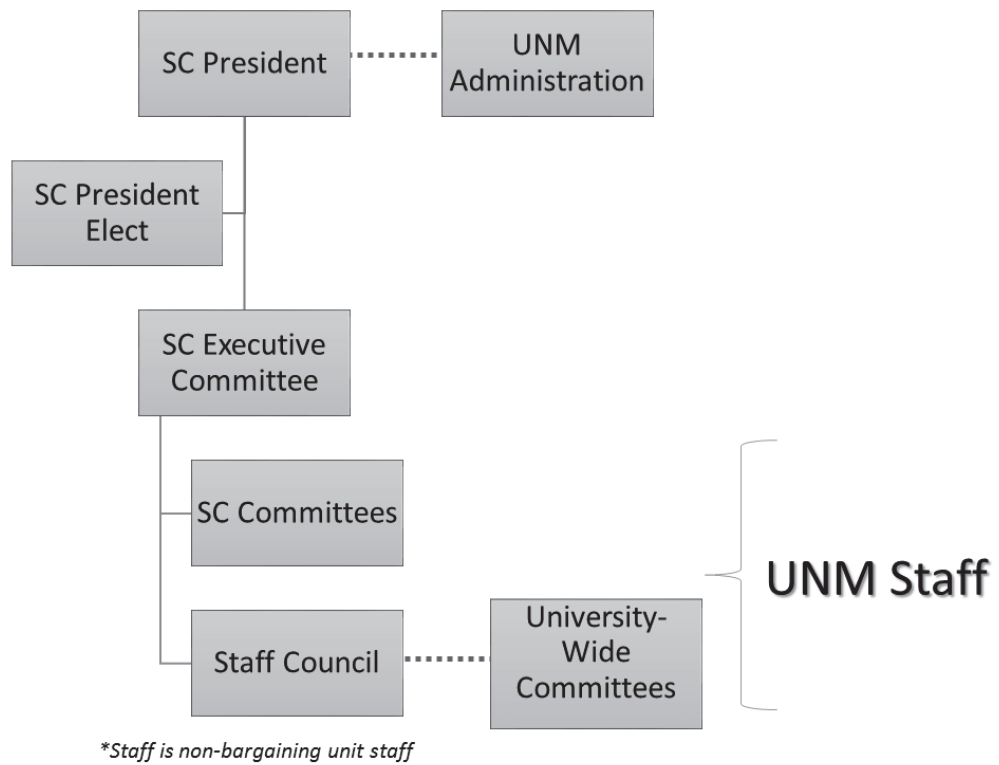
Staff Council nurtures leadership, education, advocacy, diversity and service by:

- 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



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 Board of Regents regarding interests and concerns of staff. The Staff Council is organized as a collective voice, which fosters a spirit of unified community and encourages the exchange of ideas and concerns in supporting the mission of The University of New Mexico. Over the past year the University of New Mexico Staff Council has engaged in several initiatives that enabled us to engage with and represent our constituents to help make effective institutional changes to improve the quality of life for staff. These activities are not limited to but include:

- Increased staff engagement through new Staff Council committee initiatives
- Increased partnerships through campus-wide committee representatives and liaisons
- Representing constituents through communication of staff concerns with administration, and finding answers to questions staff send to scouncil@unm.edu, the Executive Committee, and/or their representatives
- Serving UNM staff by strengthening the collective UNM staff 'voice'
- Highlighting the many UNM Staff contributions to UNM through continued award programs
- Fostering leadership within the UNM community
- Collaborating with UNM stakeholders in efforts aimed at improving UNM Staff well-being

This year, the Staff Council was again saddened not to be able to host our most popular staff appreciation events because of the COVID-19 pandemic. However, we were still able to show staff appreciation by designating \$7 LoboCash per eligible staff member, and serve staff in one of our most important initiatives, Staff as Students, where staff pursuing education have the opportunity to register a full week before anyone else in order to assure they get a class time slot that best fits their needs while working.

Staff Council also continues to support our staff with our award programs including the Hero, PAWS, Outstanding Supervisor, and Gerald W. May programs, engaging online for ceremonies, promoting awardees in news and through social media, and mailing the award certificates, plaques, and PAWS baskets.

Budget Summary

The Staff Council General Activity index (816000) received an allocation of \$97,289 and had a carryforward of \$131.

The Staff Appreciation index (816006) received an allocation of \$31,000 and had a carryforward of \$24,552. Carryforward in this account is largely due to the cancelation of several staff appreciation events. These reserves were listed in the 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 deficit of \$50. We reduced the FY22 budget to compensate for the deficit.

The Gerald May Recognition index (816011) is funded with \$10,000 annually from the Staff Council General account (81600), had a carryforward of \$3,407 and will potentially be used for an additional 2021 Gerald May recipient's cash prize.

II. SIGNIFICANT ACCOMPLISHMENTS

- 2021 Adopted Resolutions
 - Resolution 2021 #1 - Electronic Information Accessibility
 - Resolution 2021 #2 - UNM Incentive Equity
- Staff Success Days: In partnership with Employee and Organizational Development (EOD), the Staff Council Staff Success Committee organized an incredibly successful staff development virtual event designed to help staff gain leadership opportunities, increase workplace engagement, and feel empowered in their career. With over 256 unique attendees to the virtual sessions, this team proved a virtual event for staff can be successful. Please refer to Attachment A: *Staff Success Days Data Report* for survey results and to read more about the success of individual sessions.
- Creation of Staff Council Staff Affinity Groups: With 316 participants across all groups (as of September 2021), Staff affinity groups help build social and professional networks within the University that promote inclusion, mentorship, and success for staff, and aid in recruitment and retention of individuals from underrepresented groups. They contribute to a positive and supportive campus climate and work environment, and connections across campus and with local communities. UNM staff affinity groups feature voluntary membership, an informal structure, and are open to all staff, including branch campuses.
 - Asian and Pacific Islander Staff
 - Black Staff
 - Buddhist Staff
 - Caregivers Staff
 - Christian Staff
 - International Staff
 - Jewish Staff
 - Latinx/Hispanic Staff
 - LGBTQIA+ Staff
 - Native American Staff
 - Older Staff (60+)

- Staff with Diabetes
- Staff with Dis/abilities
- Women in Leadership
- Women in Technology
- Working Parents
- Young Staff (<30)
- Rewards and Recognition Brown Bag - Learn & Lunch Sessions: With an average of 35 participants for each session, the Rewards and Recognition Committee has been doing an incredible job of engaging staff from across the University by bringing in professional presenters with a multitude of topics to help promote inclusion, health and wellbeing during this past year. Topics include:
 - Be an Ally for Mental Health
 - Honoring & Celebrating Black History Month: The Power of Representation and Addressing Inequities
 - Local Foods: Cheap and easy ways to eat healthier closer to home
 - Moving Beyond Impostor Syndrome
 - Social Security: With You Through Life's Journey
 - Why We Need Intellectual Humility: Politics in the 21st Century
 - Women's History Month Presentation
- In the name of inclusivity and equitability, the Staff Council has adopted many changes to the organization's bylaws and standing rules. In addition, we have offered several 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 2021 Equity Summit
 - Registration for the 2021 New Mexico State Association of Parliamentarians SMART Meetings
 - Ongoing "Ten-Minute Tidbits" and "Nuts & Bolts" on a monthly basis that focus on how to get what you want done during meetings with emphasis of having everyone's voice heard, valued, and respected
 - Free 4-session Series by professional registered parliamentarian, Adam Hathaway, focusing on topics councilors have voiced interest. See Attachment B: Parliamentarian Series Fall 2021

III. FUTURE PLANS

- Advocacy of an inclusive and equitable campus climate for all staff at UNM by working in concert with the Division for Equity and Inclusion, the HSC Office for Diversity, Equity and Inclusion, and other partners to identify specific goals, actions and initiatives.
- Dedication towards an inclusive and equitable organizational climate with the newly formed Feedback Standing Committee which will report on demographic

data from UNM Human Resources on Staff Councilors serving any time from 2016 through 2021, and compile Staff Council satisfaction and exit surveys, and the results, to present to the full Staff Council.

- 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 can address any number of class issues with on hand advisors.
- Continued recognition of individual staff and improved morale through our monthly PAWS awards, Hero awards, and our annual Outstanding Supervisor and Gerald W. May Staff award programs.

IV. ATTACHMENT

Attachment A: Staff Success Days Data Report

Total Sessions: 15

Total Speakers: 22

Total Registrations (Not Unique Users): 989

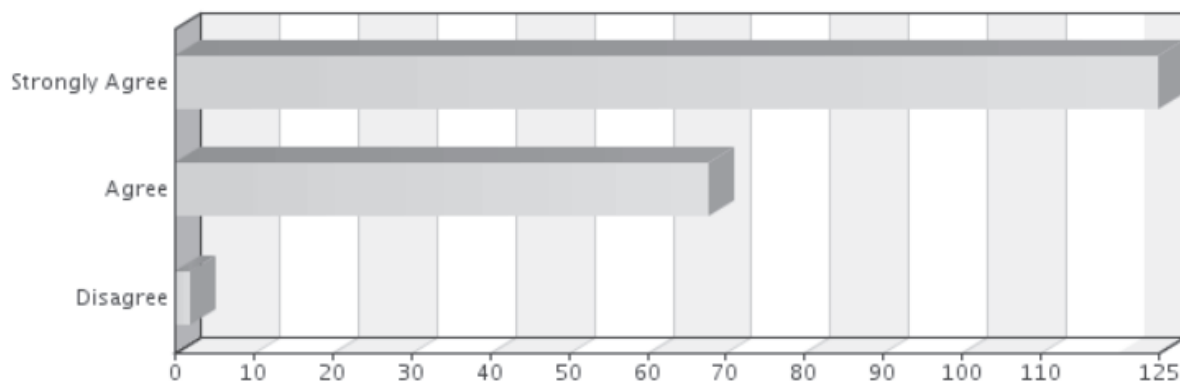
Total Attendees at all sessions (Not unique users): 672

Total Unique Attendees: 256

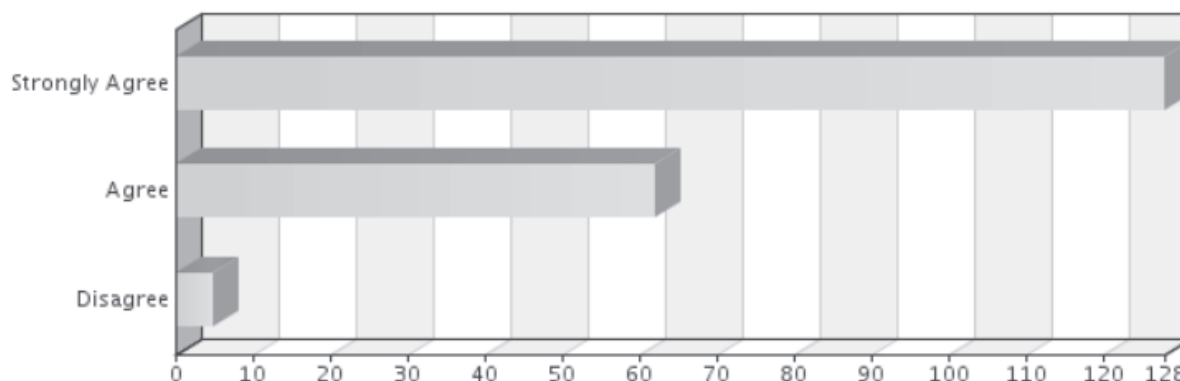
Staff Success Individual Session Survey Results

Total Respondents: 195

This session was informative and helpful in enhancing my skills and/or knowledge



Overall, the session content met my expectations



Selected Feedback:

- This session helped us practice skills for listening. I showed us what being really heard feels like, which makes me want to actively listen to others more. I think this session will help me communicate with my coworkers better.
- I really appreciated all of the information in the session and felt all of it was very valuable. It was presented in a way that was easy to understand.
- I've attended emotional intelligence workshops before, and this was a helpful reminder on tactics and strategies to use to increase my emotional intelligence as I prepare to return to in-person work.
- Loved Kate and Cristina's delivery of the content. It was so much good information and I appreciated how they distilled it into 1 hour.
- I really enjoyed the information presented. I think it will be valuable in my job.
- The presenters' expertise and enthusiasm they brought on the subject. Though the presentation was dense, the information they shared was engaging and thought-provoking.
- The Learning Central course looks interesting and hope it will be up and running by this fall, as there were lots of areas that sound user-friendly for both staff and supervisors.
- The explanation on Equity and Equality. Powerful visuals that speak volumes. Recommendation on creating awareness and change in one's sphere of influence. Actional institutional level changes and steps that can be taken. Stressing the importance of DEI.
- I'm on 10 all day long, every day. This was much-needed and just valuable to see that I can actually relax and see the impact it has. I felt like I melted during the session! The focus on going down the awareness of your body is powerful and

something I can do in my office for even 5 minutes when I'm really overwhelmed. thank you!

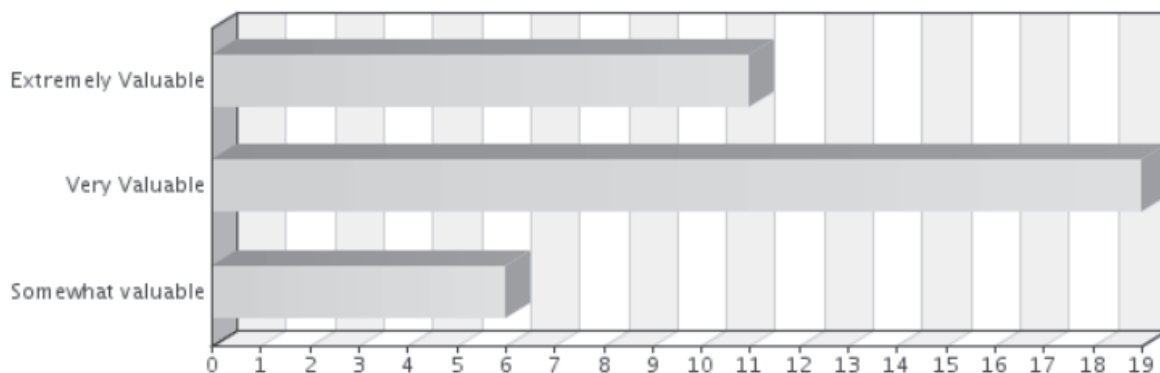
- I feel so calm right now! Tracey was soothing and guided us so well. The pace was great and I'm surprised at how relaxed I feel after.
- This was an amazing and much needed mental wellness break. I think every staff member would benefit from doing this daily. It's a good reminder to be in the moment and not stress so much about the past or the future. We need that reminder sometimes.
- Loved this session and excited that they are offering this to staff. I think this helps us stay well, get energize for work, and be more productive.
- Autumn was incredibly knowledgeable about the topic and even offered insider tips in her presentation. Not only that, but she was incredibly authentic and handled the presentation like a casual conversation. These characteristics combines made it much easier to engage and ask questions. Great session.
- Amazing that IT leadership took the time to do this! It was very helpful and informative!
- How important UNM's core mission is when evaluating all aspects of the Budget, especially when it comes to economic downsizing. Knowing that school/department budget cuts are well-thought out in relation to serving of students and patients is important.
- The fact that the presenters took the time from their busy schedules to do this was great!
- Excellent presenters, they were friendly, not off-putting and provided some great information!
- It was helpful to hear from the administration about the guiding principles used to develop our budget and how we can provide feedback to them about our budget.
- More of this kinds of engagement. Provost/VPR, Provost/Enrollement, etc
- Greatly enjoyed having an uninterrupted hour of time with our Provost and SVP of Finance and Administration! The budget picture is much, much different than I previously thought. Also good to know what is planned to enhance our budget situation moving forward into the future. This was a very well-thought-out and informative presentation. Thanks for making it possible!
- Thanks so much, this was nice and I do encourage the Staff Council to line up another session of similar topic in nature in the future.
- This was great session as I move toward retirement. I wasn't aware of both the UNM Career Services aspect to assisting staff, as well as the UNM Retiree Association that is open to current staff as well. Thank you.
- Fabulous! Cherie and team are a tremendous gift to all UNM staff!
- This was so informative and easy to follow. Financial and benefit info is sometimes hard to digest, but you made it easy. Thanks Cherie!
- I love these classes. It has been hard for me to attend due to it being the end of the fiscal year. I would have liked to take more. Thank you.

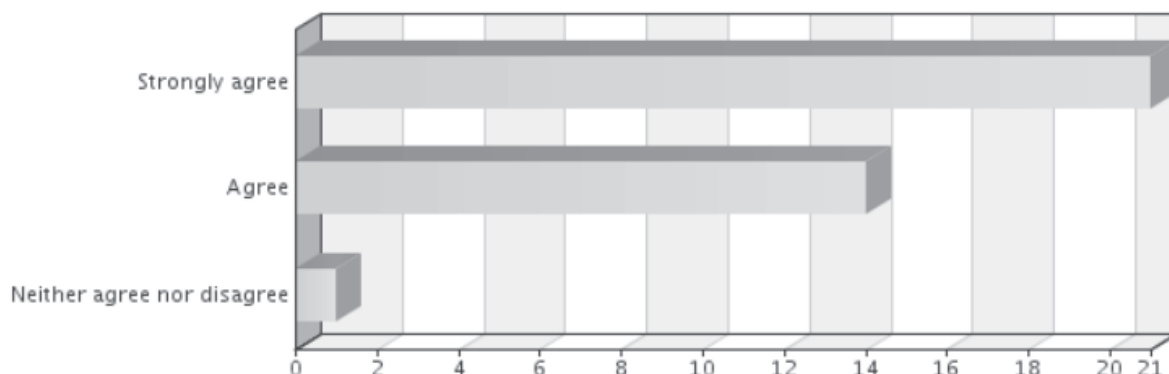
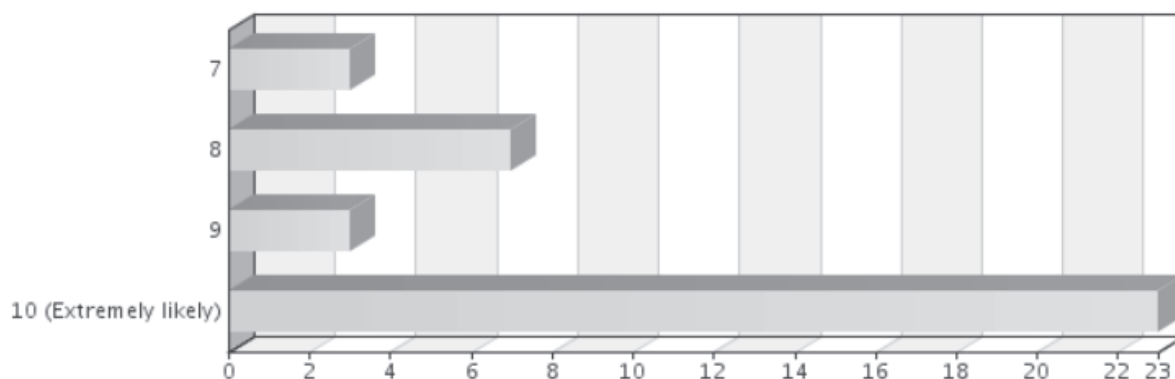
- I liked the suggestions and tips, the way Bonnie and Kate tag teamed and the energy brought to the session.
- It really made me think about the meetings I hold and ways to change them. I learned about the use of the whiteboard! I had not seen that option before. Very cool! The hour went by fast!
- Reed was an excellent presenter - full of useful information, tips, and resources.
- Reed spoke to a variety of common issues that arise when working from home. Not only did he offer helpful solutions, but also tried to normalize the struggles so that the participants understand that they are not alone. I felt supported and encouraged during the presentation and learned plenty to revamp the way I work from home.
- Vanessa is a wonderful human being that is truly a gem in UNM's crown-we are lucky to have her on our team! :)
- Vanessa was the essence of the why :) I really enjoyed her passion for her presentation, examples were fresh and poignant. Video clip of 'break time Michael Jr.' and the music director's amazing grace contrast illustrated this point, and hit it home for me. How will I, bring it to work? Joyfully! there is that negative mind dishing it, and others around crushing it, look for the challenge. Create into it.

Final Survey Results

Total Respondents: 36

In terms of your professional development, how valuable was the content presented?



Zoom tools were helpful to connect with the instructor and other colleagues**How likely are you to recommend Staff Success Days to a colleague?**

Average of responses: 9.28 out of 10!

- The ease of registering for a course and attending the workshops remotely. The speakers were incredibly knowledgeable. They made the topics interesting and engaging.
- Every presentation I attended was valuable.
- Knowledgeable, enthusiastic fresh faces / instructors
- It was great. I think this needs to be done more often. As it is a great resource for employees to ask questions and just listen in
- Timely topics related to working in virtual environment. We have all taken courses on time management and other time-worn topics, but we need new tools for the new ways of working.
- Great job EOD and Staff Success Committee. Looking forward to participate next year!
- I would like for the virtual platform to continue. It made it very easy to attend and not spend a lot of time walking from place to place.

- Thank you for keeping a professional yet lighthearted approach. Appreciate you.
- fit into my day and the virtual format
- The accessibility of being offered virtually made it easy for me to access the content, feel involved, and gain information during work hours.
- Thank you so much for doing this. It was great to see a broad variation of areas presenting (Wellness, IT, etc) and the material was helpful to my mindset and career.
- Topics, presenters. I am also very glad that they were recorded so that I can actually go back and review them or sections of them that I didn't quite understand the first time.
- Being able to ask questions and receive documentation; accessible to all staff
- Zoom presentations should continue even though we are back in person on campus. Allows branch campus to attend.
- Budgeting, Learning and understanding all the benefits available to employees. The instructors were very knowledgeable. Having the forum on Zoom was very helpful. Taking the time to travel to and from those presentation would have been very difficult and I would not have been able to attend all that I did.
- John Rodriguez, Kate Williams, EOD and the Staff Success Committee did a fantastic job! Major kudos to all involved! Also, PLEASE keep this a virtual event!

Suggestions and Recommendations

- More presentations by UNM Leadership from all campuses
- Would like a “deeper dive” option for information
- More variety of topics
- Send recordings earlier
- Continue to offer via Zoom (5)
- Integrate with staff appreciation week, have an in person and zoom option
- Hybrid format (2)
- In person format (1)

Create an introduction to speakers module so content can begin at the top of the session.

Attachment B:

Parliamentary Series Fall 2021

This series of free sessions is designed for Staff Councilors wanting to learn more about Robert's Rules and how to use them effectively in a meeting. Each session in the series builds on the last, but councilors are welcome to attend only the topics of interest to them if they are unable to attend all four sessions.





Presented by
Adam Hathaway
Professional Registered
Parliamentarian
Staff Council Parliamentarian

No Need to RSVP. Just Show up!

Zoom meeting:
<https://scottishrite.zoom.us/j/81992540780?pwd=MkZkY3hQNmVPYU5wV0RObXpJRkZlZz09>

Password: 4Charity

Any questions please email:
Adam Hathaway at adamh@unm.edu

10/6/2021 at 12 p.m.
You have the Right to Rights

You have more rights and opportunities than you may realize. Although "no one of us is more important than all of us" each member does have specific rights that cannot be compromised. There are also several actions that can be initiated by one member. This session is an overview of what each of you can do to make sure that your voice is heard and your constituents well represented.

10/13/2021 at 12 p.m.
Deflecting Debate and Decorum Debacles

Rule No. 1: Courtesy in all things. It's ok to disagree as long as we are not disagreeable. This session will review rules of debate, decorum, how to get recognized by the chair, and tips on how to ensure a smooth, productive and courteous meeting.

10/20/2021 at 12 p.m.
You Don't Have to "Take it or Leave it"

When the Council receives legislation or any request for action, it can amend, refer to committee, postpone, and table those proposals. This session will explore these options as well as how to give proper notice and what limitations exist regarding scope of notice.

10/27/2021 at 12 p.m.
It's OK to Change Your Mind

There are times when an organization chooses to modify or cancel a decision previously made. This session will explain the different methods and opportunities for changing its mind as well as best practices for revising bylaws, special rules of order and standing rules.



Appendix N:

UNM Ticketing Services



OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

Mission

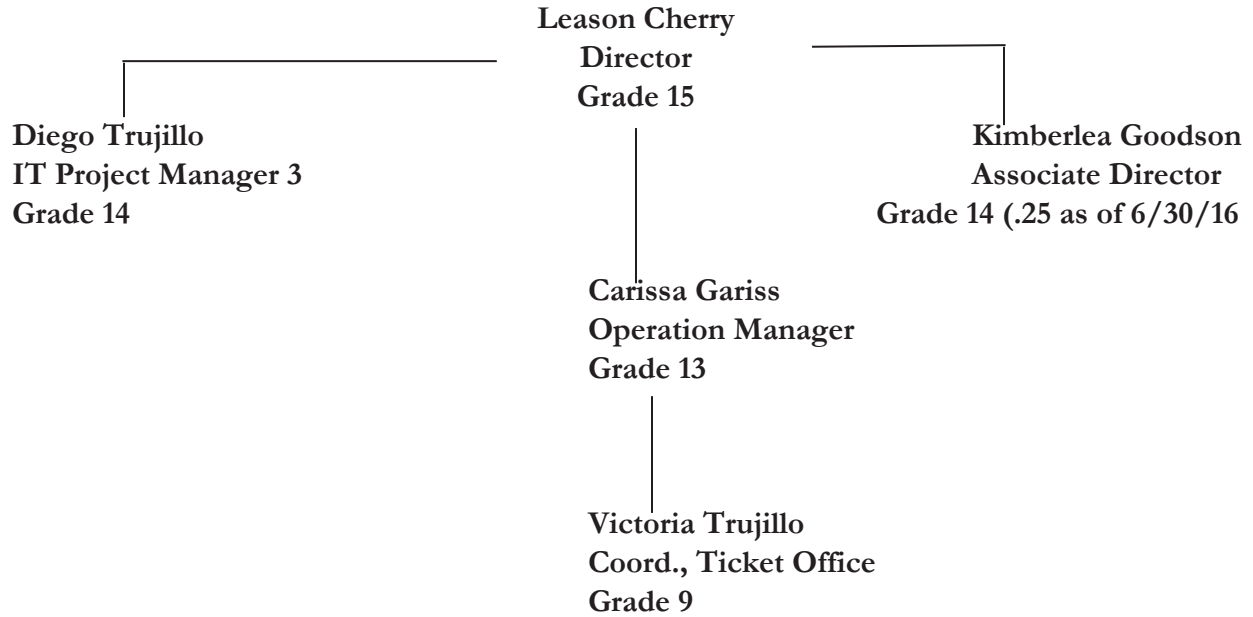
To continue as a proactive leader in the ticketing industry, provide the highest level of service to our customers, represent the University of New Mexico in the most positive manner possible and be the premier ticket source in the Albuquerque area.

Vision

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

Organizational Chart

ORGANIZATIONAL CHART FOR TICKETING SERVICES



I. EXECUTIVE SUMMARY

During fiscal year 2021, COVID impacted UNM's Ticketing Services provide to UNM and Albuquerque community. UNM Ticketing Services did not provide ticketing services as no in-person shows took place, however we did support virtual show participation that was of no cost.

As a result of the pandemic, we reduced our staff by an FTE of 3.5, as well consolidated our ticketing offices by closing our Bradbury office. On a positive note, during this time we were able to maintain communication with our patrons through voicemail and emails, and continually prepare and sell a record number of subscription ticket packages during this time.

UNM Ticketing Services was challenged financial in FY21 due to no performances. We did receive \$325,000 in HEERF II funds to assist us in balancing our accounts for the year (See Attachment A.)

Popejoy applied for a grant from the Shuttered Venues Operator Grant jointly with UNM Ticketing Services to assist in covering deficits in FY21 and any in FY22 due to COVID. Shortly after FY21 close we were notified that we were awarded \$3,369,711.

II. SIGNIFICANT ACCOMPLISHMENTS

- Sold an all-time record number of season subscriptions
- Provided excellent customer services throughout the pandemic by utilizing our website, voice mail, and customer support emails.

III. FUTURE PLANS

- Looking to improve and update the UNM Ticketing website.
- An opportunity that has come from the pandemic is mobile ticketing, which will be available for season ticket holders. As well as touchless ticket scanning with our new scanning pedestals.
- Hire student employees to replace our full-time positions we eliminated.
- Move aspects of the customer service experience, including live chat, from Public Events to UNM Ticketing Services

IV. ATTACHMENT

Attachment A:

	UNM Ticketing Services June 2021																
	Monthly Budget	Monthly Actual	Budget Variance	Prior year Actuals	Cumulative Budget	Cumulative Actuals	Cumulative Variance	Cumulative Variance%	Prior Years Actuals	Annual Budget fy21	Adjustment Budget FY21						
Revenues:																	
Ticketing Services	\$ 86,840.00	\$ 7,298.52	\$ (79,541.48)	\$ (1,400.00)	\$ 431,840.00	\$ 17,284.52	\$ (414,555.48)	-96.0%	\$ 386,036.50	\$ 560,000.00	\$ 23,629.00						
CFA	\$ 2,631.53	\$ 2,631.50	\$ (0.03)	\$ 2,452.84	\$ 31,578.39	\$ 18,444.03	\$ (13,134.36)	-41.6%	\$ 31,578.00	\$ 31,578.39	\$ 15,789.39						
Public Events	\$ 13,135.40	\$ 13,135.48	\$ (0.08)	\$ 13,135.48	\$ 157,625.61	\$ 157,625.74	\$ 0.13	0.0%	\$ 157,625.76	\$ 157,625.61	\$ 157,625.61						
USS	\$ (20,000.00)	\$ -	\$ (20,000.00)	\$ 38,255.00	\$ (20,000.00)	\$ -	\$ 20,000.00	-100.0%	\$ 38,255.00	\$ (20,000.00)	\$ (20,000.00)						
Total Revenues	\$ 82,606.93	\$ 23,065.50	\$ (99,541.53)	\$ 52,443.32	\$ 601,044.00	\$ 193,354.29	\$ (407,689.71)		\$ 613,495.26	\$ 729,204.00	\$ 177,044.00						
Expenses:																	
Support Staff	\$ 1,171.51	\$ 1,768.00	\$ (596.49)	\$ 9,546.10	\$ 57,903.00	\$ 53,687.72	\$ 4,215.28	7.3%	\$ 112,798.41	\$ 96,783.00	\$ 57,883.00						
Administration	\$ 15,593.15	\$ 14,063.95	\$ 1,529.20	\$ 20,389.18	\$ 217,676.00	\$ 200,768.05	\$ 16,907.95	7.8%	\$ 244,670.08	\$ 254,456.00	\$ 217,676.00						
Oncall/Students	\$ 2,542.00	\$ 928.28	\$ 1,613.72	\$ 791.94	\$ 20,490.00	\$ 13,983.30	\$ 6,626.70	32.3%	\$ 24,675.53	\$ 35,490.00	\$ 18,692.00						
Payroll Benefits	\$ 11,721.83	\$ (3,809.58)	\$ 15,531.41	\$ 6,574.28	\$ 140,682.00	\$ 80,501.74	\$ 60,160.26	42.8%	\$ 128,544.18	\$ 140,682.00	\$ 140,682.00						
Material & service	\$ 1,076.00	\$ 1,138.84	\$ (62.84)	\$ 882.22	\$ 11,049.00	\$ 5,003.76	\$ 6,045.24	54.7%	\$ 13,729.49	\$ 11,049.00	\$ 6,000.00						
Hardware	\$ -	\$ 812.23	\$ (812.23)	\$ -	\$ -	\$ 812.23	\$ (812.23)	0.0%	\$ -	\$ -	\$ -						
Software	\$ 840.00	\$ -	\$ 840.00	\$ -	\$ 2,000.00	\$ 40.00	\$ 1,960.00	0.0%	\$ 1,679.97	\$ 2,000.00	\$ 2,000.00						
Fees	\$ 15,900.00	\$ 6,041.00	\$ 9,859.00	\$ 1,793.33	\$ 85,400.00	\$ 25,970.47	\$ 59,429.53	69.6%	\$ 139,214.96	\$ 230,400.00	\$ 45,000.00						
Rent	\$ 586.25	\$ 586.25	\$ -	\$ 586.25	\$ 7,035.00	\$ 7,035.00	\$ -	0.0%	\$ 7,035.00	\$ 7,035.00	\$ 7,035.00						
iPhone	\$ 700.00	\$ 392.20	\$ 307.80	\$ 622.72	\$ 10,438.00	\$ 7,278.88	\$ 3,159.12	30.3%	\$ 15,494.81	\$ 12,438.00	\$ 10,438.00						
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ 2,363.46	\$ 3,500.00	\$ -						
Banking fees	\$ 2,830.00	\$ 3,539.56	\$ (1,256.56)	\$ 40,254.54	\$ 5,000.00	\$ 15,759.66	\$ (10,759.66)	-	\$ (31,321.53)	\$ 5,000.00	\$ 5,000.00						
Admin Charges	\$ 2,318.00	\$ 2,338.00	\$ (20.00)	\$ 2,693.00	\$ 28,058.00	\$ 28,058.00	\$ -	0.0%	\$ 32,324.00	\$ 28,058.00	\$ 28,058.00						
GGRT	\$ (118,360.85)	\$ 363.99	\$ (118,724.84)	\$ (237.53)	\$ (120,047.00)	\$ 1,058.24	\$ (121,105.24)	100.9%	\$ 19,140.74	\$ 48,113.00	\$ 1,000.00						
Foundation Surcharge	\$ 421.25	\$ 127.39	\$ 293.86	\$ 407.20	\$ 4,745.00	\$ 2,183.43	\$ 2,561.57	54.0%	\$ 3,288.13	\$ 4,745.00	\$ 2,600.00						
Contingency	\$ 126,180.00	\$ -	\$ 126,180.00	\$ -	\$ 126,180.00	\$ -	\$ -	0.0%	\$ -	\$ (155,000.00)	\$ (386,000.00)						
Banner Tax	\$ 448.75	\$ 119.24	\$ -	\$ 435.53	\$ 4,475.00	\$ 531.02	\$ 3,943.98	88.1%	\$ 1,391.40	\$ 4,475.00	\$ 1,000.00						
Total Expenses	\$ 63,420.89	\$ 28,409.35	\$ 34,682.03	\$ 84,738.76	\$ 601,064.00	\$ 442,551.50	\$ 32,332.50		\$ 715,028.63	\$ 729,204.00	\$ 177,044.00						
Profit/(Loss)	\$ 19,186.04	\$ (5,343.85)	\$ (24,529.89)	\$ (32,295.44)	\$ (20.00)	\$ (249,197.21)	\$ (249,177.21)		\$ (101,533.37)	\$ -	\$ -						
Transfers:																	
ISS	\$ -	\$ -	\$ -	\$ (88,028.00)	\$ -	\$ (20,000.00)	\$ -		\$ (88,028.00)								
HEREFF funds	\$ -	\$ -	\$ -	\$ -	\$ 325,000.00	\$ 325,000.00	\$ -		\$ 173,554.09								
Net Profit	\$ (5,343.85)	\$ (5,343.85)	\$ -	\$ (120,323.44)	\$ 55,802.79	\$ 55,802.79	\$ -		-\$6,007.28								
Reserve Balance	\$ (16,007.28)																

2021 ANNUAL REPORT

Police Department

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OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

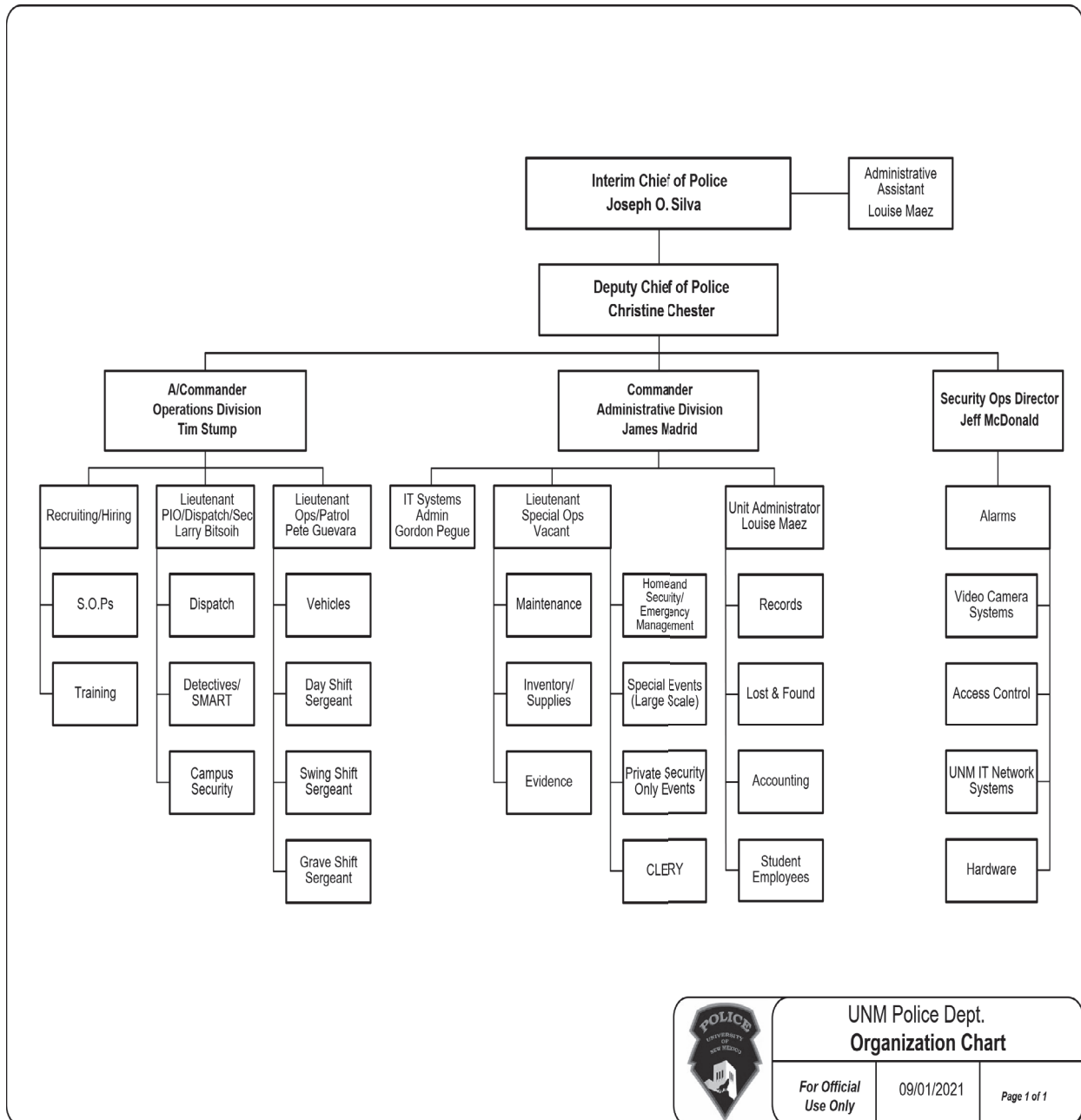
Mission

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 to 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





2021 Annual Report

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I. EXECUTIVE SUMMARY

The University of New Mexico Police Department (UNMPD) had an operating budget of \$4,923,219 for FY21. Labor expense accounts for 92.4% or more of the total operating funds for UNMPD. Overtime expended in FY20 was \$117,231.33. There was a budget adjustment/reduction of 10% for this fiscal year.

The most significant issue that the Department faced during the fiscal period was a continuation of staffing shortages, which, as stated in last year's annual report, was due to the residual effects of House Bill 360 passed during the 2019 Legislative Session. Moreover, the anti-police sentiment permeating on a national level has also adversely affected our ability to recruit viable candidates as police officers. However, retooling the UNMPD Recruiting Plan to build an applicant pool targeting recruit officers has definitely made significant strides in our recruitment efforts, hiring six (6) new officers within this past fiscal year and with three (3) more in the final process for hiring toward the end of this fiscal year.

COVID-19 also continued to present many challenges during this past fiscal year. Most importantly, maintaining the safety, well-being, and health of officers of the UNMPD who continually reported for duty in unprecedented times not only for our nation but also for our campus community as they responded to and supported the mission of the Department. This required agility and adaptability in maneuvering through an ever-changing and uncertain environment.

Sadly, this past fiscal year, we lost two key members of our command staff due to unexpected deaths. Sergeant Gil Lujan, swing shift supervisor, and Randy Erwin, Security Operations Director, left an indelible void to the police department and the UNM community as a whole.

In an effort to ensure campus safety, the following initiatives were taken over the past fiscal year in response to the aforementioned challenges:

- A recruitment plan that provided a viable applicant pool for primarily Recruit Officers but also Lateral Officers.
- Maintained a stockpile of PPE's for our staff to include hand sanitizer, disinfecting wipes and spray, and thermometers. Also, streamlined the process to decontaminate our police vehicles and offices as needed.
- Provided updated information department-wide regarding COVID-19 and the protocols for prevention, potential exposure, and/or positive test results. Police personnel were also provided with the specific information regarding Restricted Access on campus along with the directives to NM law enforcement from the governor's office.

- Increased building checks, especially since most buildings on campus remained vacant as a result of COVID-19 restrictions. Continually updated “hot spots” or “Restricted Access” violation areas around campus that are patrolled every shift.
- Updated points of contact for all law enforcement agencies in the metro area to coordinate any issues that could arise as a result of either COVID-19 and/or events that could adversely impact our staffing level or need for additional support to secure the campus, if needed.
- Facilitated the process for police employees who voluntarily wanted to receive the COVID-19 vaccine during the 2020 Winter Break. Once the vaccine mandates went into effect for the university, the police department ultimately achieved 100% compliance in the Vaccine Verification Program.

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 22,677 calls for service, which was approximately a 1.2% increase from the last fiscal year. At least 30 letters of appreciation were received in the past fiscal year for our officer’s participation in C&J Classes. Additionally, we received emails, letters, and cards expressing gratitude for our department as a whole and for individuals who were recognized for their outstanding efforts. UNMPD received no formal citizen complaints during this fiscal year.

II. SIGNIFICANT ACCOMPLISHMENTS

- Community Policing efforts: Purchased two (2) Segways, which has provided opportunities to be in closer contact with students, faculty, and staff while on patrol. Also, prepared/conducted training for Safety Talks, New Student Orientation Training, Resident Advisors, Building Coordinators, Staff Council, and other presentations throughout campus both in-person and virtually regarding campus safety and other public safety concerns. Conducted a Safety Walk for EECE with the Deans and other Engineering Staff. Several officers also participated in the C&J Conflict Resolution and Mediation Class with Professor Heidi Ricci. Introduced the process of problem-solving within the community policing model, which includes the following steps: identification, analysis, prioritization, and response to problems, issues, and public safety concerns on campus. Also, within the CSC, we continue to work on building relationships within our campus community.
- Co-Launched the Nob Hill/UNM Public Safety Project ECHO with the City of Albuquerque/Albuquerque Police Department to bring together all the stakeholders and subject matter experts monthly to have conversations that will hopefully lead to solutions in addressing the growing crime rate in this area. This project has already facilitated the utilization of resources available in addressing issues involving those experiencing homelessness, mental health, and other quality of life issues.

- During this past fiscal year, three (3) testing sessions were conducted with approximately 150 applicants vetted for qualification as police cadets. Out of those 150 applicants, 41 were tested; 24 passed the written test, and out of those 24 candidates, 13 passed the physical fitness requirements. All 13 remaining candidates were interviewed and were passed through to the background investigative phase. Six (6) cadets were ultimately hired, and three (3) cadets are currently in the hiring process.

Fifty lateral police officer applicants were vetted during the same time frame, and 24 of those candidates were interviewed. Six (6) lateral police officers were ultimately hired. In short, out of the 32 current police officer positions, Recruiter Lujan's efforts have netted the police department, 14 officers. It should be noted that before the pandemic, Lujan worked directly with UNM Human Services Analyst Darla Ingel and Career Counselor Heather Nickle from Kirkland Airforce Base to find additional viable applicants who were interested in a career in law enforcement. However, since the pandemic, he has had to rely on social media, fellow officers, and word of mouth to find potential candidates.

It should be noted that in addition to police officers, Recruiter Lujan is also responsible for coordinating and/or conducting background investigations on new hires for both our security officer and police dispatcher positions.

- Completed the installation of approximately 168 video surveillance cameras completing the Parking Lot Project. In the process of finalizing a comprehensive maintenance strategy for the UNM Enterprise Video Surveillance System, and locating resources to transition foreign-manufactured camera systems to the Enterprise platform in accordance with Federal requirements
- After evaluating the training opportunities with Virtual Academy, an online scenario-based training for police, we renewed our contract with them. Virtual Academy specializes in providing relevant and up-to-date training for police, 911 communications, and campus police. The course offerings cover a broad spectrum of training, and it can be conducted at the convenience of each individual, especially during this time when in-person training opportunities are limited. Course mandates can be set and tracked with the option of taking additional training, which is definitely an advantage in professionally developing our staff.

III. FUTURE PLANS

- Increase staffing for our Police Dispatcher positions. Police dispatchers are vital to our operation and response to calls for service. In evaluating their duties over the last fiscal year, it is apparent that we are short staffed, especially during critical incidents and when unplanned absences occur. We also have expanded their role by incorporating the use of the video surveillance camera system in their daily duties and having an additional dispatcher on each shift would be more effective in providing valuable information quickly from this system. One of the challenges

we face in expanding our staff in our Dispatch Center is a nation-wide shortage of Police Dispatchers. However, we have requested a compensation study to position ourselves in a more advantageous position in this competitive market because our police dispatcher's pay and benefits have not kept up pace with the market.

- **Technology:** Evaluate emerging technologies such as automatic license plate readers (ALPRs) and the use of drones will help proactively identify unlawful activities on campus through these virtual gateways. Also, evaluate the capabilities of crime mapping with our current records management system and identify other technologies that can assist us in providing real-time data that more effectively pinpoints crime incident patterns and trends. Finalize agreement with the NM Department of Transportation to access Traffic and Criminal Software (TraCS). This will allow officers to accurately complete Uniform Traffic Citations, Uniform Crash Reports, Offense/Incident Forms, Tow Sheets, and other supplemental forms.
- **Update equipment/furnishings:** Replace all our current portable and car radios with updated ones, utilizing monies from a grant awarded to the City of Albuquerque. Replace and remodel the Briefing Room for police officers. The current Briefing Room has either unserviceable and/or outdated furniture, computer workstations, printer, and mailboxes. Also, purchase three (3) new laptops for our patrol vehicles. Replace approximately fifteen (15) X-26/X-26P TASERS with the new X2 TASERS. Since TASERS are a high-dollar item, we plan to incrementally replace outdated TASERS to not adversely affect our operating budget. Install automated external defibrillators (AEDs) on both floors of the police department and access control for the building, including intercoms, video cameras, and automated door entry systems.
- Continue to work on strategies to engage community members, including the ethnic centers, in building partnerships to address public safety concerns and build better relationships. Consider the metrics in making this activity part of the performance evaluation process. Also, include more members of the university-wide community in problem-solving, especially by participating in the Nob Hill/UNM Public Safety Project ECHO.
- Continue to work on identifying a new facility for the police department that fits the growing needs and expansion of the department. The new building should be located in a place on campus that makes the department more visible and approachable to all who seek assistance from the police.

2021 ANNUAL REPORT

Policy Office

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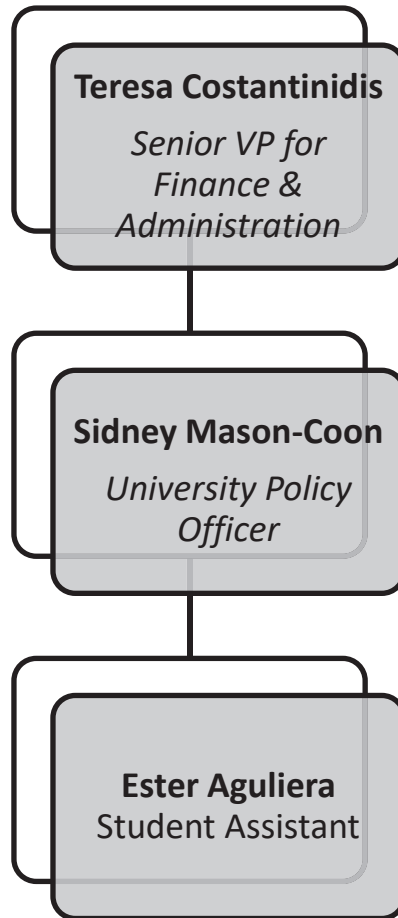
OFFICE OF THE
SENIOR VICE PRESIDENT FOR
FINANCE & ADMINISTRATION

Mission and Vision

Mission and Vision

The UNM Policy Office oversees the development, revision, and issuance of the Regents' Policies and the University Administrative Policies, while serving as the official repository for historical and current versions of the policies. Through the policies, the office strives to mitigate risk, enhance efficiency, and promote compliance with laws and regulations.

Organizational Chart





2021 Annual Report

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I. EXECUTIVE SUMMARY

In FY 2020-2021, 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 twenty-five (25) University Administrative Policies (UAP) and twelve (12) Regents' Policy Manual (RPM) policy revisions.

In addition to the listed policy revisions in a subsequent section of this report, many University Administrative Policy draft recommendations were under committee discussion and review heading into FY 2020-2021 including major revisions to several UAP, such as Travel, Inclement Weather, Conflicts of Interest, Code of Conduct, Foreign Influence, Consensual Relationships, and many more.

With facilitation from HSC's Lobo Quality Improvement Program (LQIP), the UNM Policy Office hosted Lean training sessions for several key, core and partnering offices, culminating in over twenty (20) UNM departments becoming trained in Lean principles and methods for process improvement. Upon completion of the Lean training, LQIP facilitated a full day Policy Office process redesign session that included all of the members who participated in the Lean training. A key outcome of the process redesign session was a recommendation to form a Policy Review Committee to review and assess new policy proposals and policy revisions submitted to the Policy Office.

Budget Summary

The Policy Office's FY 2020-2021 I&G Original Base Budget Allocation was \$167,158, with a Revised I&G Pullback of \$15,371, resulting in a Final I&G Budget Allocation of \$151,787. 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 copier rental, office supplies and equipment, website maintenance, and professional development.

II. SIGNIFICANT ACCOMPLISHMENTS

The most significant accomplishment for the Policy Office in FY 2020-2021, was hosting a Lean training for core and partnering offices, conducting a full-scale process improvement redesign for the Policy Office that resulted in the creation of the Policy Review Committee (PRC). The purpose of the PRC is to review and assess new policy proposals and revisions, to call upon or identify subject matter experts to provide input on policy proposals, identify potential and unexpected impacts of new and revised policies, and to assess potential policy-alignment needs between the Regents' Policy Manual, Faculty Handbook, University Administrative Policies and Procedures Manual (UAP), and Pathfinder. The PRC is comprised of staff from the following departments: Office of the University Secretary, Dean of Students, University Counsel, Human Resources, and the University Policy Office.

Research and analysis were conducted on numerous policy management software tools to help facilitate the organizations needs of the Policy Office. Based on unique institutional needs, and modeled after other custom-built UNM systems, UNM IT is developing a policy management system that will meet the organizational needs of the Policy Office.

In FY 2020-2021, 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. Twenty-five (25) UAP and twelve (12) RPM policy revisions were created during the year.

University Administrative Policy (UAP) and Regents' Policy Manual (RPM) revisions made during FY 2020-2021 include:

- UAP 1020 ("Honorary Naming Recognition")
- UAP 2010 ("Contracts Signature Authority and Review")
- UAP 2015 ("Contract Monitoring")
- UAP 2050 ("Governmental Relations and Legislative Activity")
- UAP 2215 ("Consensual Relationships and Conflict of Interest")
- UAP 2500 ("Acceptable Computer Use")
- UAP 2570 ("Computer Security Controls and Access to Sensitive and Protected Information")
- UAP 2580 ("Data Governance")
- UAP 2615 ("Non-Standard Payment Processing")
- UAP 2710 ("Education Abroad Health and Safety")
- UAP 2720 ("Prohibited Discrimination and Equal Opportunity - Interim")
- UAP 2740 ("Sexual Harassment Including Sexual Assault – Interim")
- UAP 3225 ("Separation of Employment")
- UAP 3435 ("Inclement Weather")
- UAP 3600 ("Eligibility for Employee, Retiree, and Dependent Benefits Plans")
- UAP 3650 ("Flexible Spending Account Program")
- UAP 3700 ("Education Benefits")
- UAP 3720 ("Employee Code of Conduct and Conflicts of Interest")
- UAP 4000 ("Allowable and Unallowable Expenditures")
- UAP 5200 ("Allocation and Assignment of Space")
- UAP 6010 ("University Business Activities")
- UAP 6040 ("Commercially Owned and Operated Equipment on University Property")
- UAP 6130 ("Emergency Control")
- UAP 7000 ("Budgets and Reserves")
- UAP 7610 ("Investment Management")
- RPM 1.2 ("Structure of the Board of Regents")
- RPM 3.3 ("Appointment and Termination of Key Administrators")

- RPM 3.4 (“Health Sciences Center and Services”)
- RPM 3.6 (“UNM Hospital Board of Trustees”)
- RPM 3.8 (“Institutional HIPAA Compliance Program”)
- RPM 5.3 (“Employment of UNM Graduates”)
- RPM 5.5 (“Outside Employment”)
- RPM 5.18 (“Endowed Faculty Chairs”)
- RPM 7.6 (“University Enterprise Business Activities”)
- RPM 7.8 (“Signature Authority for Contracts”)
- RPM 7.9 (“Property Management”)
- RPM 7.14 (“Risk Management and Insurance”)

Committees participated in by the Policy Office, resulting in policy revision drafts:

- Faculty Staff Benefits Committee (facilitated by University Secretary’s Office)
- Policy Alignment Workgroup (facilitated by Health Sciences Policy Office)
- Institutional Compliance Committee (facilitated by Chief Compliance Officer)
- Title IX Policy Redesign Workgroup (facilitated by Title IX Coordinator)
- Cannabis Legislation Taskforce (facilitated by Policy Officer)
- Consensual Relationship Taskforce (facilitated by Stephen Bishop)
- Policy Office Process Redesign Committee (facilitated by LQIP)
- President’s Ethics Taskforce (facilitated by Chief Compliance Officer)
- NCURA Policy Review Working Group (facilitated by Office of Vice President for Research)
- Ethics Taskforce Subcommittee on Code of Conduct (facilitated by Policy Officer)

Professional Development:

- Title IX Hearings Webinar (Cozen O’Connor, July 2020)
- Putting It All Together: Building and Improving a Systemwide Policy Structure Webinar (ACUPA, July 2020)
- Top 10 Regulatory Changes That Affect Higher Education Policies (ACUPA, September 2020)
- Policy and Procedure Management Life Cycle of Policies from Creation to Renewal Webinar (Converge Point, February 2021)
- Disability Awareness Training (UNM HR, March 2021)
- Association of College and Univ Policy Administrators Annual Conference (ACUPA, April 2021)
- Western Assoc of College and Univ Business Officers Annual Conference (WACUBO, May 2021)

III. FUTURE PLANS

The Policy Office plans to conduct an audit of administrative detail in both the University Administrative Policies and the Regents' Policy Manual will be conducted, to include administrative titles, department names, stylistic inconsistencies, typographical errors, last revision dates, broken URL links, and corrections or adjustments made where appropriate. Additionally, with the assistance of the new policy management system being built by UNM IT, the Policy Office will formalize a systematic review cycle of 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.

Implementation of UNM IT's policy management system to assist with the creation of policy revision requests by end users, as well as status tracking of submitted requests by the Policy Review Committee is planned for the upcoming fiscal year.

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.

Proposed policy revisions and new policy requests stemming from the recommendations of the eleven (11) subcommittees of the President's Ethics Taskforce should be available for review and campus input in the latter part of FY 2021-2022.

