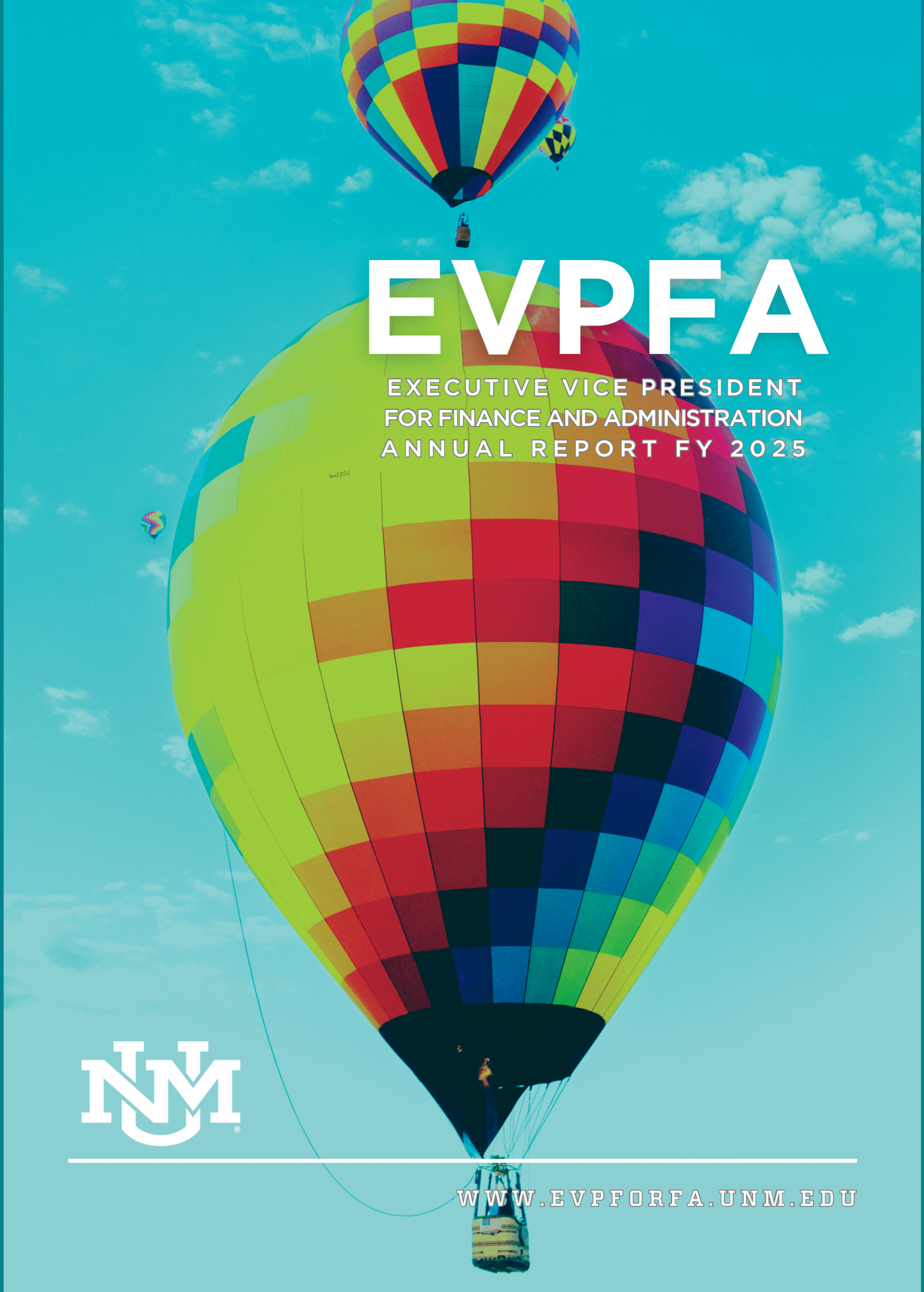

EVPFA

EXECUTIVE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

ANNUAL REPORT FY 2025

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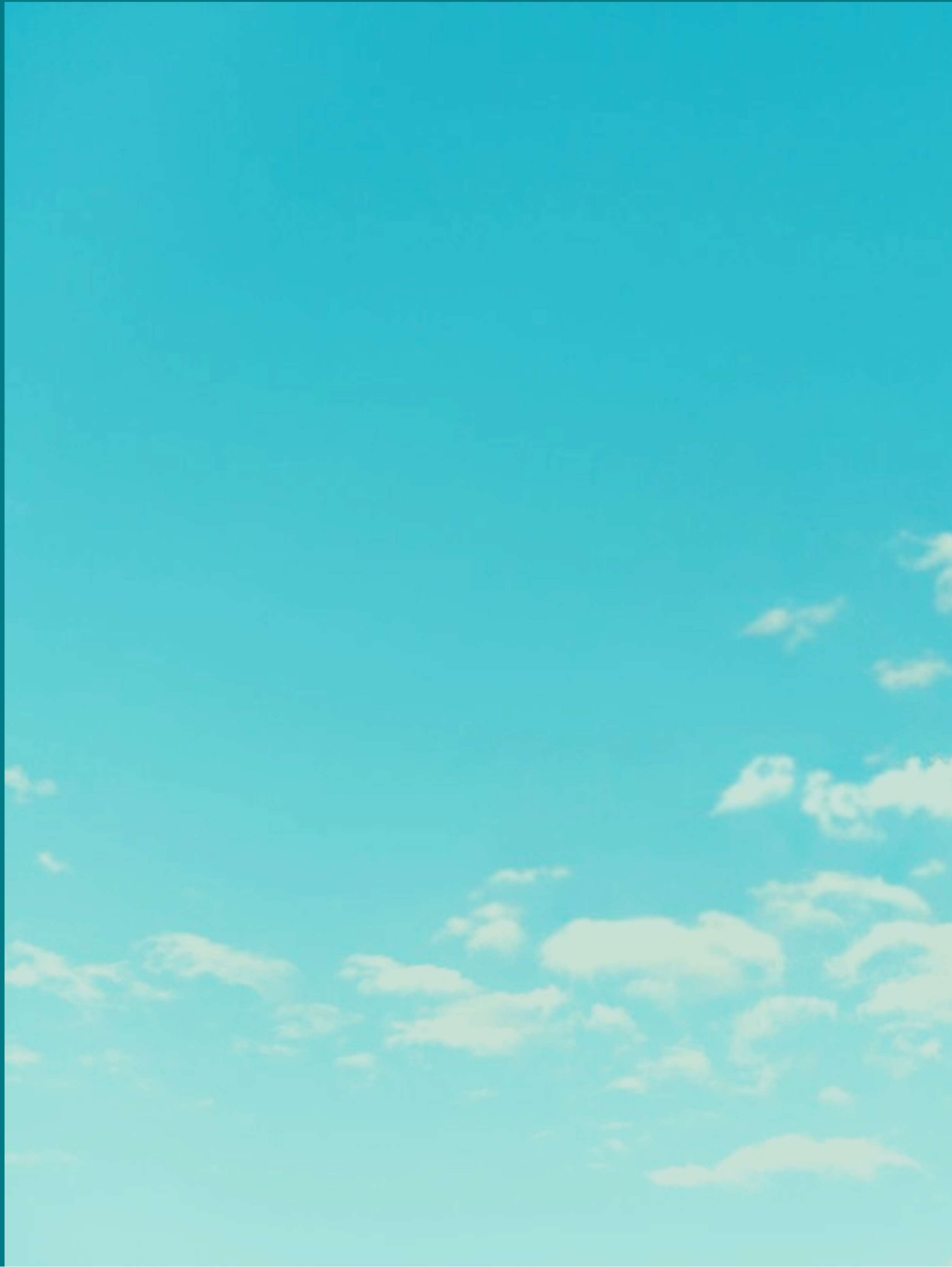

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A MESSAGE FROM THE EVP FOR FINANCE AND ADMINISTRATION
Teresa Costantinidis

As Executive Vice President for Finance and Administration, I am committed to ensuring that The University of New Mexico continues to steward its financial resources responsibly while supporting the academic mission, student success, and the well-being of our faculty and staff. As part of our annual report, I am proud to present the work of our eight departments in Finance and Administration. The following pages reflect the dedication of our teams and outline the progress we've made together, as well as the goals we are striving toward.

Each year, the University's budget planning process reflects careful analysis, collaboration, and transparency, as well as our ongoing work with state policymakers and campus leadership. The following information outlines the major budget assumptions and legislative actions shaping UNM's 2024–25 fiscal year, and is intended to provide clarity for the UNM community and the broader public we serve.

Planning assumptions for the 2024-25 budget, including tuition and fee rates and compensation, were approved by the Board of Regents on March 21, 2024. There were no increases in FY24-25 to base tuition or mandatory student fees. Student headcount fees did see some small increases in 2024-25, including an Athletics fee increase of $20 per semester and removal of the summer fee of $67, an increase to the Student Health and Counseling fee of $22 per semester, and a $15 per semester increase to the Graduate and Professional Student Association fee. Salary increases were approved across-the-board for a three percent compensation increase for faculty and staff in FY24-25, with an average of three percent compensation increase for School of Medicine faculty.

The General Appropriations Act, referred to as House Bill 2 (HB 2), provides appropriations for the annual operating budgets for state agencies and higher education institutions in the State of New Mexico. For UNM Main and Branch campuses, the state general fund Instruction and General increase in HB 2 was calculated by adding $4.2 million for research and public service project rollups, then distributing 1.5 percent of "new money" through the higher education funding formula and adding targeted non-formula base adjustments for student support services, faculty compensation, and an additional amount for graduate assistants. For Main Campus, HB 2 included a total increase for I&G and categorical funds of 3.26 percent, or $8.1 million, in FY24-25.

Included in HB 2 Section 8 was funding support in FY24-25 for an across-the-board salary increase of three percent to employees in budgeted positions who have completed their probationary period subject to satisfactory job performance, plus an additional offset for increased costs due to escalating medical insurance premiums paid by employers.

These budgetary actions reflect the State of New Mexico's continued investment in higher education and UNM's commitment to maintaining affordability, strengthening academic programs, and supporting the people who make our mission possible. As we move into FY25–26, we will continue to manage resources prudently while advancing initiatives that enhance access, quality, and service to our students and communities. I appreciate the dedication of our faculty, staff, students, and partners as we work together to ensure that UNM remains a strong and vibrant institution for the state and region. I hope you enjoy reading the rest of our annual report and share in our excitement for the year ahead.

ORGANIZATIONAL CHART

OFFICE OF THE EXECUTIVE VICE PRESIDENT FOR FINANCE & ADMINISTRATION

Executive Vice President for Finance & Administration
Teresa Costantinidis

Center for Occupational & Environmental Health Promotion
Director
Denece Kesler

Office of the EVP for Finance and Admin.
Director of Operations
Cenissa Martinez

Office of the EVP for Finance and Admin.
Director of Strategic Initiatives
Carla Domenici

Financial Services
University Controller
Norma Allen

Information Technologies
Chief Information Officer
Duane Arruti

Environmental Health & Safety
Director
Casey Hall

Policy Office
Policy Officer
Sidney Mason-Coon

Crisis Management & Emergency Preparedness
Director
Byron Piatt

UNM Police Department
Chief of Police
Joseph Silva

Human Resources
Vice President
Kevin Stevenson

Institutional Support Services
Vice President
Shawna Wolfe

CRISIS MANAGEMENT AND EMERGENCY PREPAREDNESS

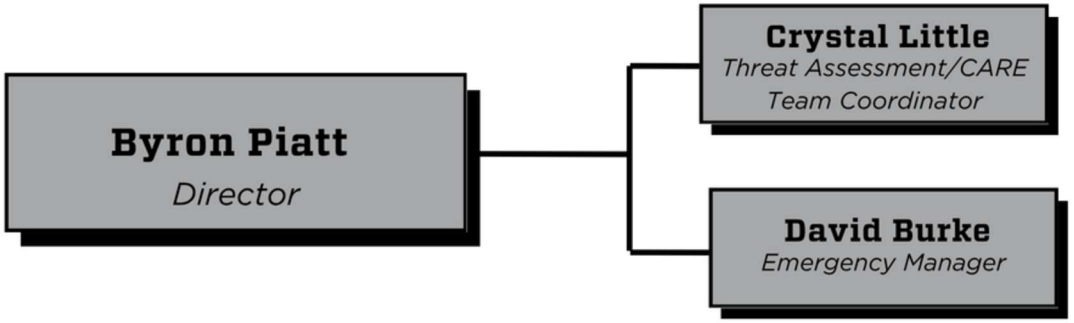
BPIATT@UNM.EDU

DIRECTOR

BYRON PIATT

FY25 ORGANIZATIONAL CHART

CRISIS MANAGEMENT & PREPAREDNESS DEPARTMENT



MISSION AND VISION

Mission

The mission of the Crisis Management & Preparedness Department (CMPD) is to proactively identify, assess, and mitigate potential threats to the campus community's safety and well-being. Through a collaborative, multidisciplinary approach, we provide timely interventions and promote a culture of awareness, prevention, and resilience. By combining instruction, practical experience, and community engagement, the programs prepare students and professionals with the knowledge, skills, and ability to effectively plan for, respond to, recover from, and mitigate the impacts of disasters and emergencies, while fostering leadership in public safety and the protection of vulnerable populations.

Vision

The Crisis Management & Preparedness Department seeks to create a secure, inclusive, and thriving campus where all members feel valued and supported. By utilizing best practices, innovative strategies, and interdisciplinary collaboration, we strive to be leaders in both threat assessment and emergency management at our institution and sister organizations. Through continuous improvement and extensive partnerships, we aim to foster a vigilant, resilient community that is prepared to anticipate challenges, drive positive change, and build adaptive, sustainable systems capable of withstanding natural and human-made disasters.

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i. EXECUTIVE SUMMARY

The Crisis Management and Preparedness Department (CMPD) was created at the end of calendar year 2023. In its first year of existence CMPD worked to build a comprehensive Threat Assessment Team (TAT), develop the processes to gather and evaluate information and respond to concerns across the Institution. Additionally, the Emergency Management functions were brought under CMPD, and their ongoing efforts were supported.

The FY24 budget reflected an 8-month operational period. The FY25 budget was increased by 18% over the annualized FY24 amount to add for an additional Full Time Equivalent position to staff the Emergency Manager position. Total budget for FY25 was $398,415 and dedicated to staff salaries, office equipment and training for new employees.

In year two of operation, CMPD continued to be challenged by staffing issues. In January 2025, an Emergency Manager was hired, but the TAT/Campus Assessment Response Education (CARE) Coordinator left. These challenges did not deter the department from making progress, however. On the TAT/CARE side, CMPD brought in external partners to provide training for TAT members, review operational guidelines, and help streamline processes. The TAT worked on the interdepartmental relationships and communications which are key to a successful program. The Emergency Manager was quickly brought up-to-speed and focused on: training the Emergency Operations Center (EOC) staff; integrating with University of New Mexico Hospital (UNMH), city, county, and state counterparts; and, assisting the Branch Campuses with their emergency preparedness.

ii. SIGNIFICANT ACCOMPLISHMENTS

- Comprehensive Threat Assessment Team and CARE for Faculty and Staff
    - CMPD entered into an agreement with the UNM Department of Forensic Psychology to provide a Forensic Psychologist to serve as a member of the TAT. The Forensic Psychologist assisted with case development, management, and provided additional training to the team and staff.
    - Fall 2024 ran smoothly. The caseload increased to about two active cases per week. The TAT gained familiarity with processes and working together. Spring 2025 was challenging with the loss of the TAT/CARE Coordinator in January, Director focus on training the Emergency Manager, and an increase in cases toward the end of the semester. Caseload was almost four new and active cases per week, in addition to about 6 cases

actively being managed weekly.

- Summer 2025 was a good break from the heavy caseload of Spring. Cases returned to about 2 new cases per week. Additional time was allotted to working with partner organizations on internal processes and updating of guidelines.
- New Threat Assessment and CARE Team Coordinator hired in June 2025. The final month of this reporting period was spent learning the partner organizations, operating guidelines, and current and inactive caseloads.
- The Director continued to be an active member of the Association of Threat Assessment Professionals (ATAP) and the Desert Southwest Region Chapter. He continued to work with other colleges and universities across the nation as a member of the Higher Education Threat Assessment Alliance (HETAA).
- The Director participated in the annual ATAP Threat Assessment Conference, gaining insight into additional tools and training resources that could be used to assist the program.
- CMPD maintained a Super Membership in the National Association for Behavioral Intervention and Threat Assessment (NaBITA) for the institution. CMPD encouraged TAT members to take advantage of the training offered through the NaBITA website.

- Emergency Management
  - An Emergency Manager was hired in January 2025.
  - The FEMA Hazard Mitigation plan was submitted for approval to the state and federal levels. Final feedback was provided, and the plan was submitted for UNM adoption. This plan helps identify potential natural hazards and mitigation strategies. If FEMA monies become available to the State of New Mexico following a declared natural disaster, then some of the identified mitigation strategies could receive dedicated funding.
  - In 2025, a quarterly exercise schedule for the Emergency Operations Center was initiated and two such activities were conducted (January and March).
  - Assistance was provided to develop exercises for the Gallup Branch, Ortega Hall, and the Dental Clinic. These exercises were facilitated by the Emergency Manager. After-action reviews were conducted with the responsible parties.
  - Outreach was made to the Gallup and Valencia Branch campuses to assist with their emergency response planning.

- Response and after-action follow-up were provided after a sprinkler system rupture in the Cornell Parking Structure and a fire in Johnson Center in February 2025.
- Two sessions of hazardous weather preparedness were offered to the campus community in June 2025.
- Participated in the planning of and training for hostile threat response with UNM Policy Department (UNMPD), Albuquerque Fire & Rescue, and Albuquerque Police Departments.
- Technical support was provided, on-demand, to departments for assisting in creating and updating their Area Emergency Plans.
- Training was conducted for departments in general emergency preparedness, as well as issues specific to their needs and locations.

iii. FUTURE PLANS

- Comprehensive Threat Assessment Team and CARE for Faculty and Staff
  - Secure Funding for Essential Tools and Resources: Obtain adequate funding to acquire critical tools, including Open-Source Intelligence (OSINT) software for monitoring social media threats and trends, advanced case management software, and a dedicated UNM Police Department detective to enhance information gathering and case development.
  - Enhance Professional Development: Support ongoing employee development by providing memberships to the Association of Threat Assessment Professionals (ATAP) and funding attendance at ATAP's Winter Threat Conference and Annual Threat Assessment Conference to ensure team members remain current with best practices.
  - Increase Campus Awareness and Training: Develop and deliver training programs to educate the campus community on the roles and services of the Threat Assessment Team and CARE program, fostering greater engagement and utilization.
  - Build In-House Training Capacity: Certify staff through the National Threat Evaluation & Reporting Office (NTER) to develop internal training capabilities, ensuring sustainable expertise within the team.
  - Provide Ongoing Training for Team Members: Implement regular and annual training for all Threat Assessment Team members to maintain high standards of preparedness and

response.

- Launch a Violence Prevention Program: Introduce a comprehensive Violence Prevention Program with tailored training for the institution to promote a safer campus environment.
- Expand CARE Program Support: Enhance the CARE program by adding a dedicated full-time equivalent (FTE) staff member to provide robust support for faculty and staff, improving access to resources and assistance.

These tactics reflect UNM's commitment to fostering a safe, supportive, and proactive campus environment through strategic investments in resources, training, and community engagement.

- Emergency Management
  - Launch a Critical Incident Stress Management (CISM) Pilot Program: In collaboration with Counseling, Assistance, and Referral Services (CARS), we will establish a CISM pilot project to train 25 individuals from diverse institutional units. This team will be equipped to provide psychological support following critical incidents, participate in community-based exercises, and engage in ongoing training to enhance team capabilities and sustain a robust response cadre.
  - Enhance Professional Development for Emergency Management Staff: To foster expertise and leadership, we will support staff membership in the International Association of Emergency Managers (IAEM) and the New Mexico Association of Emergency Management Professionals (NMAEMP). Funding will be allocated for attendance at annual conferences, ensuring our team remains at the forefront of best practices and industry standards.
  - Strengthen Campus Emergency Preparedness Infrastructure: Hire an FTE employee dedicated to assessing and updating campus Area Emergency Plans, ensuring annual reviews and exercises while addressing any gaps in coverage. This role will also oversee the campus visitor ban program, enhancing safety and compliance across the institution.
  - Expand Emergency Preparedness Training for the Campus Community: To bolster community resilience, we will invest in additional training resources, including equipment and personnel, to deliver comprehensive emergency preparedness education. These initiatives will empower students, faculty, and staff with the knowledge and skills to respond effectively to emergencies.

These tactics reflect our commitment to fostering a safe, prepared, and resilient campus environment through proactive planning, professional development, and community engagement.

ENVIRONMENTAL HEALTH AND SAFETY

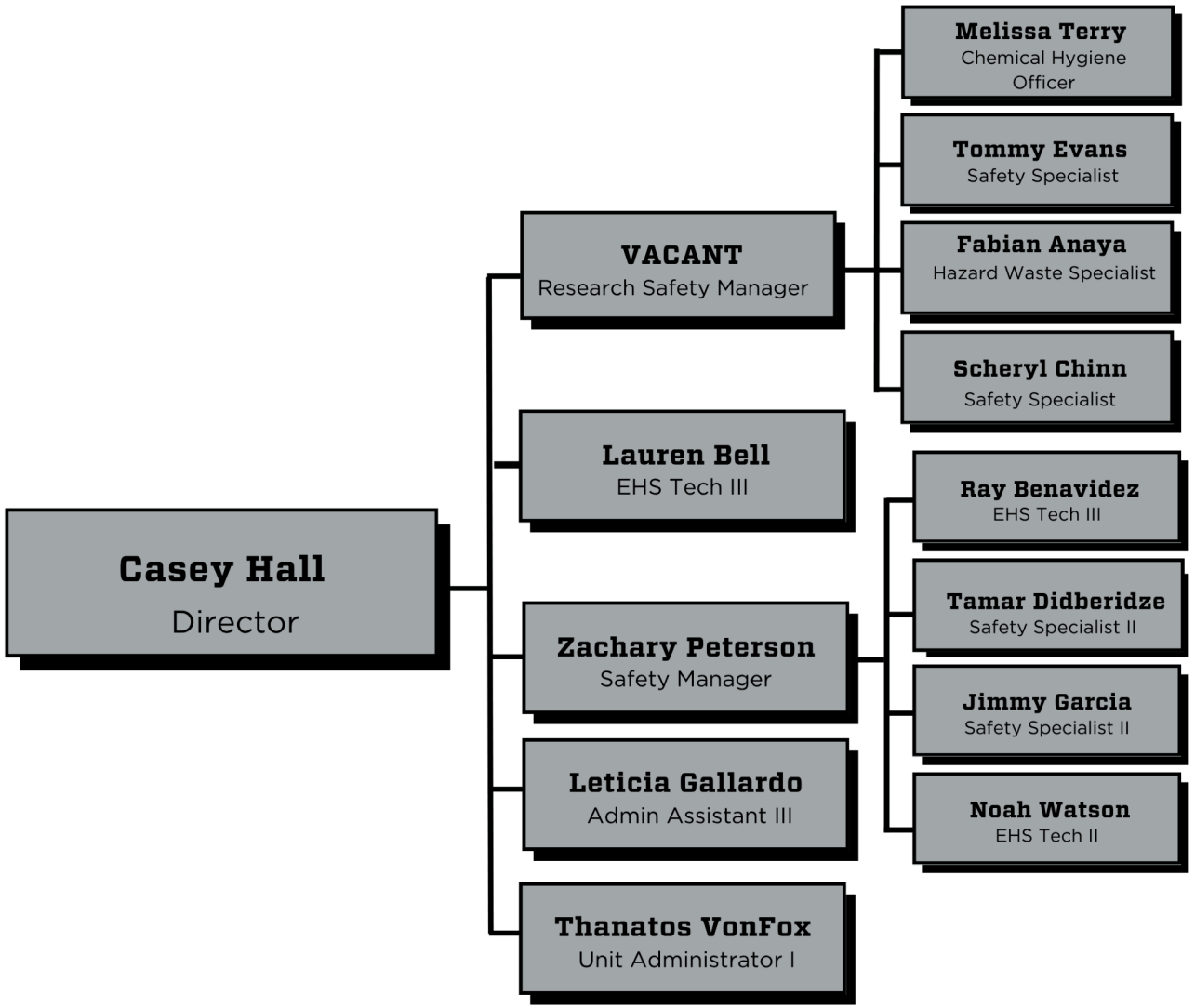
EHS.UNM.EDU

DIRECTOR

CASEY HALL

FY25 ORGANIZATIONAL CHART

ENVIRONMENTAL HEALTH & SAFETY



MISSION AND VISION

Mission

The Department of Environmental Health and Safety supports the University's core mission by advancing the safety and health of the University community through risk management best practices, education consultation, and collaboration.

Vision

To become the premier occupational safety department and organizational model of superior quality and service in the eyes of our customers, stakeholders, and the campus community.

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i. EXECUTIVE SUMMARY

Welcome to the Fiscal Year 2024-2025 Environmental Health and Safety Department (EHS) Annual Report. This report would not be possible without the dedication, professionalism, and collaboration that our staff strives for daily.

As a team, we take great pride in our accomplishments and in contributing to the improvement of our community's health and safety. EHS continues to foster a culture that prioritizes safety, is community-oriented, and customer-focused.

EHS provides guidance, services, and recommendations that enable UNM to effectively execute its mission safely while protecting the environment. EHS works in the best interest of UNM to provide proactive and collaborative institutional oversight while enabling local control and solutions to safety, health, and environmental issues.

The EHS department has brought forth three primary goals that guide departmental actions.

1. Fostering a culture of safety on UNM campus.
2. Protecting the environment.
3. High quality and efficient service.

EHS promotes a strong culture of safety and compliance by:

- Establishing expected behaviors through training and consultation.
- Incentivizing desired behaviors.
- Working with departments to disincentivize undesired behaviors.
- Collaborating with departments to create environmental health and safety plans that work for their unique circumstances.

As UNM's regulatory representative in occupational health and safety and environmental compliance, EHS ensures UNM remains compliant with local, state, and federal regulations through high quality and consistently administered programs. EHS hopes this report gives you a look into the many programs EHS offers and the strides we have made in Fiscal Year 2024-2025 towards fostering a culture of safety at UNM.

- Budget Summary
    - In Fiscal Year 2024-2025, EHS received $415,000 in Facility Investment Needs (FIN) funding. This funding was primarily used for fire suppression system testing and maintenance and fire alarm testing. EHS continued to support the Cancer Center per our Memorandum of Understanding (MOU) by providing safety and environmental health services. This MOU, along with

Instruction and General (I&G) allocation from Central Campus and the Health Science Center (HSC), provided EHS with a budget of $1.91 million dollars. Staff salaries and fringes made up approximately 72% of that budget.

ii. SIGNIFICANT ACCOMPLISHMENTS

- Culture of Safety
    - EHS established the University Safety Committee to guide occupational health and safety policy and priorities at UNM. This was the top recommendation from our Culture of Safety Assessment. Accomplishments of the group in Fiscal Year 2024-2025 include:
        - Appointment of members from across campus.
        - Creation and approval of charter.
        - Creation and trial of an initial implementation plan for an occupational and research safety risk matrix and hazard evaluation tool.
    - While leading the Health and Health Sciences Strategic Priority work group to improve recruitment and retention through improved safety, EHS discovered a gap in UNM HSC faculty safety management at the University of New Mexico Hospital (UNMH). This gap was brought to the leadership's attention and a plan for remediation was initiated.
    - In collaboration with Risk Services, EHS created a Branch Campus Safety, Security, and Emergency Management committee to serve the unique interests and challenges of branch campuses.
- Environmental Health
    - In coordination with Facilities Management (FM) Automotive, EHS completed reporting for the new Advanced Clean Trucks rule to the New Mexico Environment Department.
    - EHS created an interactive dashboard map and inventory of Green Stormwater Infrastructure on campus.
    - EHS coordinated stormwater dry-day inspections and petroleum storage tank inspections to co-occur, streamlining the inspection process and improving efficiency in reporting. This change reduced scheduling conflicts, minimized disruptions to departments, and ensured more consistent data collection.

- Research Safety
    - EHS successfully worked with the School of Engineering and a mechanical engineering professor to perform a process hazard evaluation, a code audit, and find a safe and compliant location for the research and testing of a hydrogen powered Rotating Detonating Engine.
    - EHS began the evaluation of dichloromethane (DCM) use across campus, finding most operations to be safe and compliant. Any operation or process that fell outside the new rules has been redesigned to reduce exposure. The allowable use of DCM has been greatly curtailed by the Environmental Protection Agency (EPA) under the Toxic Substances Control Act (TSCA).
    - EHS proactively identified potential occupational exposure hazards in high-risk research environments including the Art Department, Animal Resource Facility (ARF), Chemistry, and the Human Tissue Repository. EHS then measured airborne concentrations and helped departments implement control strategies to protect researchers and workers.
- Fire Safety
    - EHS continued its work with Albuquerque Fire Rescue (AFR) to expand pre-incident planning beyond residential facilities to high-capacity and mission-critical buildings. This year, EHS and AFR completed pre-incident plans for six additional buildings, including Popejoy Hall, Zimmerman Library, Centennial Engineering Library, and Woodward Hall. These collaborative efforts enhance emergency response effectiveness, ensuring first responders have comprehensive knowledge of complex campus facilities.
    - EHS expanded UNM's Safety Week to include Health and Wellness programming and established North Campus Safety Week tabling and outreach initiatives. The expanded program reached over 200 campus community members, demonstrating EHS's commitment to proactive safety education and community engagement beyond traditional compliance activities.
    - Working with campus partners, EHS developed and outlined a plan to reduce the risk of lithium-ion battery fires on campus. EHS has received funding for next Fiscal Year to pilot a secure outdoor charging station and is working with Parking & Transportation Services (PATS) and the Policy Office to ban indoor charging of e-mobility devices.

- Occupational Safety
    - EHS restructured its fume hood testing contract and expanded vendor capacity, resulting in the completion of annual testing for 961 fume hoods, biosafety cabinets, and fume extraction devices within the first three months of the calendar year 2025. This represents a significant improvement from the previous 12-month testing cycle. The accelerated timeline reduced coordination burden on research laboratories, enabled more efficient identification and repair of safety deficiencies in adjacent spaces, and ensured full regulatory compliance early in Fiscal Year 2024-2025.
    - EHS secured $85,000 in FIN funding to address comprehensive safety concerns at the Mattox Sculpture Center. The project included installation of portable downdraft ventilation systems to address air quality concerns, recertification of the paint booth, and coordination of a large-scale cleanout involving multiple university departments. The selection of portable ventilation equipment ensures the department can relocate this safety equipment when the center is eventually demolished.
    - EHS developed and implemented a redesigned Basic Annual Safety Training program, required for all university employees and available in both English and Spanish. The new interactive training replaced a static slideshow format. The enhanced program provides campus-wide hazard identification and awareness training with broader applicability beyond laboratory-specific content, improving accessibility, relevance, and engagement for the entire university workforce.
- Administration
    - EHS implemented multiple inspections through our new environmental health and safety HSI platform. The new platform greatly improves user interface, allows for more flexibility, and will allow for better tracking and follow-up of inspections over time.
    - EHS streamlined the process for fit test requests and updated procedures for conducting repeat fit tests during department orientations. These improvements simplified scheduling, reduced delays, and ensured that employees required to wear respirators received timely and consistent testing. By integrating fit testing into departmental onboarding, EHS enhanced efficiency, compliance, and awareness of respiratory protection requirements across campus.

iii. FUTURE PLANS

In Fiscal Year 2025-2026 and beyond, EHS plans will continue to promote safety, environmental protection, and high-quality service. Selected projects EHS will focus on are outlined below:

- EHS will complete installation of 25 Knox boxes at strategic roadway entry points across campus, enhancing emergency vehicle access through controlled gates and removable bollards to improve response times during critical incidents.
- EHS will implement outdoor lithium-ion battery charging stations for micro e-mobility devices. This initiative addresses emerging fire safety concerns associated with lithium-ion battery technology while supporting sustainable transportation options for the campus community.
- EHS will launch a contractor asbestos training module to ensure compliance with federal and City of Albuquerque requirements and protect both contractor and UNM employees working in buildings containing asbestos-containing materials.
- EHS will continue expanding pre-incident planning with Albuquerque Fire Rescue to include additional high-risk and high-capacity facilities, including University Stadium, The Pit arena, and Clark Hall, which houses the Chemistry Department and associated laboratories.
- EHS has received FIN funding to facilitate the design of safety showers across campus. Once designed, the project will be funded to include safety showers in labs across campus that do not currently have them.
- EHS will revise UNM policy to include information on the responsibilities and duties of embedded safety professionals across campus. These positions are vital for improving safety and aligning their duties will greatly improve their effectiveness.

FINANCIAL SERVICES

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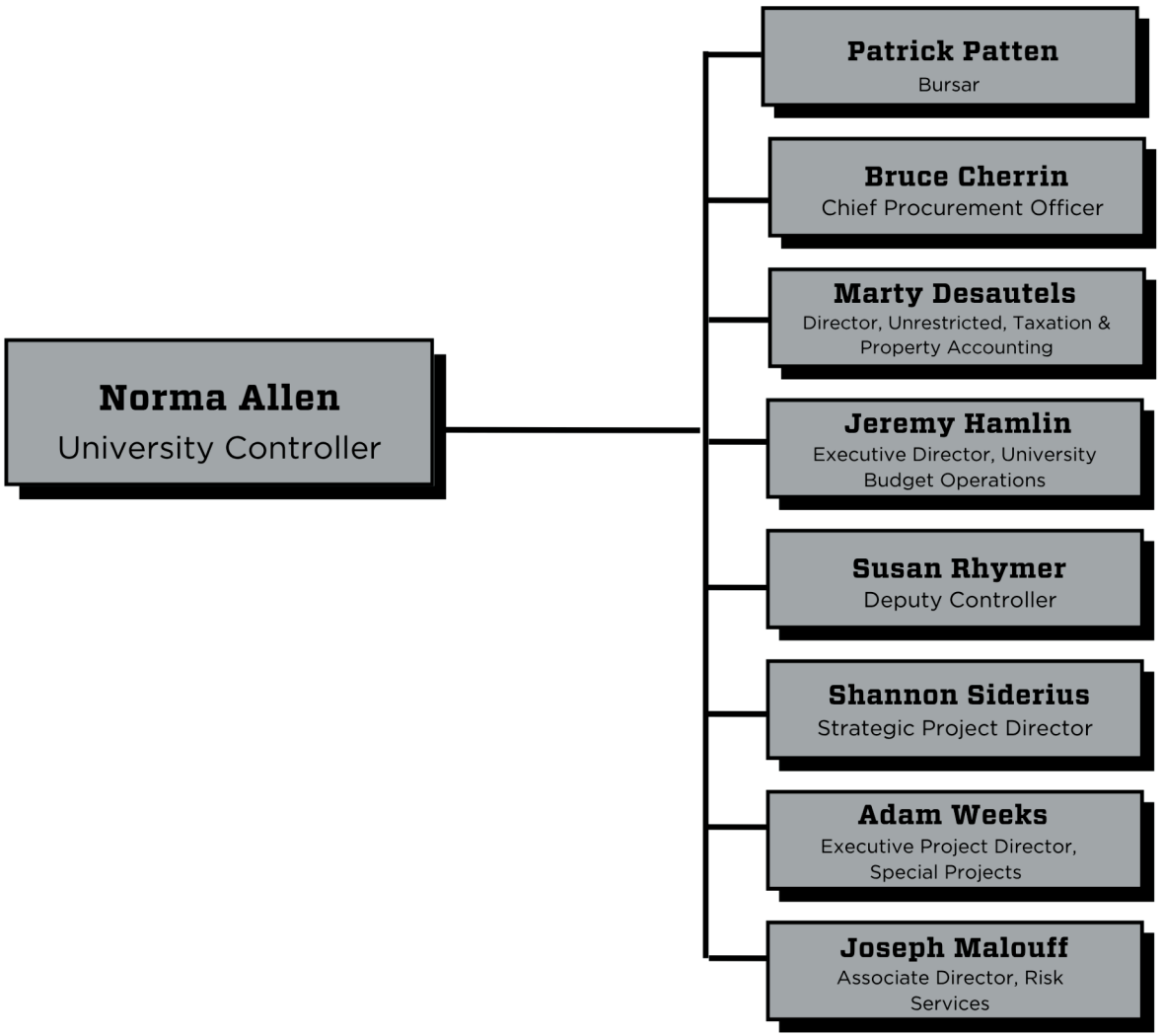
UNIVERSITY CONTROLLER

NORMA ALLEN

FY25 ORGANIZATIONAL CHART

FINANCIAL SERVICES



MISSION AND VISION

Mission

The mission of Financial Services (FS) is to provide sound stewardship of the University of New Mexico's fiscal activities while meeting the needs of students, faculty, and staff who are engaged in learning, teaching, research, and community service activities.

Our ongoing commitment serves to:

- Educate students, faculty, and staff about the compliance requirements associated with various state, local, federal, and agency rules, regulations, and policies concerning financial expenditures.
- Provide sound and prudent counsel to executive leadership on fiscal, budgetary, and procurement matters. Deliver accurate, timely, and useful financial reports to leadership and external constituents.
- Stay current in the latest accounting standards and regulations. Apply them to business and operational practices.
- Serve our faculty, staff, and student customers in an efficient, timely, courteous, and professional manner, while balancing adherence to State, Federal, and University requirements and policies.

Vision

We seek to be recognized as the most knowledgeable, trusted, and respected organization at the University of New Mexico regarding financial information, compliance, and safeguarding assets.

Improving our processes and equipping our staff will enable us to provide the best customer service and training to students, faculty, and staff.

Providing a work environment that supports our employees and the essential work they do.

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i. EXECUTIVE SUMMARY

Welcome to the Fiscal Year 2024-2025 Annual Report for Financial Services (FS). This report would not be possible without the dedication to excellence and collaboration our staff strives for daily.

As a team, we take great pride in our accomplishments and in contributing to the improvement of financial transactions and processes. Financial Services continues to create and foster a culture that is both community-oriented and customer-focused. As a service organization, Financial Services values people first, communication, collaboration, customer service, and process improvement.

Financial Services ensures compliance with all financial policies, rules, and regulations adopted by the University and/or imposed by external agencies, including state and federal audit and regulatory requirements, and generally accepted accounting principles. Additionally, the organization oversees the maintenance of the official financial records of the University.

The organization is made up of 13 departments and 6 sub-departments that reside within University Services. We are responsible for all central accounting and reporting functions, procurement, payroll, unrestricted accounting, risk management insurances, mailing, shipping, receiving, surplus property, research chemical stores, and other vital services for the University. The operation budget for Financial Services for Fiscal Year 2024-2025 was $22,812,647, excluding risk management insurance premiums for the University.

ii. SIGNIFICANT ACCOMPLISHMENTS

- Controller's Administration
    - The UNM Ambassador Program was created and launched in January 2024.The program is a collaboration between Financial Services and Health Sciences Finance and Administration. It initiates inspiration and provides essential job training for participants. This program also included participants from the Provost Office and UNM Foundation. In June 2025, the first class of 21 participants graduated from the program. The program has been a great success with many leaders across campuses, presenting on a variety of topics related to operational processes and procedures.
    - The Health, Safety, and Wellness Committee efforts, along with Procurement, included the hire of a Schimmel Security Guard who patrols in and around the UNM John and June Perovich Business Center, J Lot, and T Lot during the morning when employees are arriving to work and in the afternoon when

employees are leaving work. This is a collaboration between FS, Human Resources (HR), and Speech and Hearing Sciences (SHS). This initiative has provided safety reassurances for employees coming and going, to and from, the building.

- Continued work on Fiscal Year 2024-2025 Executive Vice President for Finance and Administration (EVPFA) tactics that included the 10-year consolidated financial model, financial metrics dashboard, Enterprise Resource Planning (ERP) Strategy and Roadmap, and the Unified Kronos Group (UKG) Timekeeping System Project.
  - The 10-year consolidated financial model was presented by Jeremy Hamlin, Executive Director for the Office of Planning, Budget, and Analysis (OPBA). OPBA created an institutional financial metrics dashboard.
  - A *One University* initiative, which included University of New Mexico Hospital (UNMH) and UNM Medical Group (UNMMG), was launched to assess UNM's ERP systems. Gartner Consulting was contracted to do the analysis. They completed their work and presented to Executive Leadership in August 2025. The ERP Assessment will guide UNM on the next steps toward modernizing its administrative systems.
  - The UKG Unified Timekeeping System project kicked off in Fall 2024. Adam Weeks, Executive Project Director for Financial Services, and Joey Evans, Executive Director for Human Resources, are leading the project. This is a campus-wide initiative that will transform timekeeping and supervisory approvals from a manual, time-consuming process to a fully online system using modern timekeeping tools and processes. Go-live is November 2025.

- The Bursar/Cashier's Office
  - Installed TouchNet Feature Pack.
  - Implemented Heartland Automatic Clearing House (ACH) Validation Services.
  - Participated in: Advising Institute (presented), Business Continuity and Disaster Recovery Plan Committee, Equitable Access Steering Committee, ERP Leadership Committee, ERP Operations Committee, Finance and Information Technologies (IT) Collaboration Committee, General Person Data Standards Committee, Housing Appeals Committee, New Student

Orientation (presented), Presidential Scholarship Selection Committee, Residency Appeals Committee, US Bank Quarterly meetings, UNM Ambassador Program (presented).

- Contract and Grant Accounting (CGA)
    - CGA monitored $371,885,894 of expenditures, which included indirect cost recovery of $31,650,443. This involved just under 1,800 active funds (remaining open in Fiscal Year 2024-2025). CGA set up almost 600 new awards and handled over 800 modifications to current awards.
    - The Federal Government made major changes to §200 Uniform Guidance that involved post-award changes on Federal grants and cooperative agreements. CGA reviewed these changes carefully and presented information to the UNM's research community.
    - Multiple Executive Orders directly involved CGA. To include agency changes involving multiple, temporary and permanent, stop-work orders, and adding invoice requirements to various agencies. CGA participated in forecasting and reporting information for top leadership and external stakeholders, and also participated in the Rapid Research Response Team involving these various Federal changes.
    - The Federal Foreign Entity Reporting requirements have increased and now include reporting to the Department of Education and the National Science Foundation. CGA participated in an interdepartmental group to update policy, provided a process enabling easier university involvement, and worked on website information for reporting requirements. CGA has been officially assigned the UNM Responsible Reporter for required reporting.
    - Working towards *One University* goal, CGA worked with the Health Sciences CGA office and the Financial Services Business Process Improvement Team (FSBPI) to set up a new process for subaward invoices, that not only allows for better accountability, but expediates the time from receival to payment of invoices in software that is far more user-friendly to departments. CGA began working with FSBPI to utilize Artificial Intelligence (AI) for terms and conditions that will simplify training for newly hired staff with the possibility of assisting departments in the future. CGA also worked with Finance Systems Information Technologies (FSIT) to develop an easier way to request documentation support from departments for invoicing and audits. CGA is also working with FSIT to develop

a report that provides more thorough information for the department's annual Sandia National Laboratory expenditure report. It will save multiple hours of manual work. CGA worked in collaboration with the Treasury Department, and developed a process that speeds up the gathering of bank information for invoice payments and postings.

- Financial Reporting, Finance Systems Management Information Technology (FSMIT) and Finance Systems Management Business Process Improvement Team (FSBPI)
    - Developed and implemented APEX applications to identify, prepare, and record the elimination of intercompany transactions among UNM, UNMH, and UNMMG within Banner on a monthly basis. This replaced year-end manual work, improved ledger accuracy, and strengthened the audit trail.
    - Deployed a decision-tree-based APEX tool that centralizes Subscription-Based Information Technology Arrangements (SBITA) data and procedures amortization scheduled, with full logging for edits/remeasurements, which resulted in fewer spreadsheets, faster updates, and cleaner audit support.
    - Progress toward a true month-end close. Intercompany eliminations now run smoothly. Depreciation automation and standardized recurring accruals are in design/early execution to reduce late entries and year-end churn.
- FSMIT
    - Financial Services' Jira Service Management System expansion. Implemented Single Sign-On, a development instance/backup and restoration component, and Smart Checklist functionality for Support Agents. Deployed the 'FS Project Request' service request project. Deployed the 'FS Process Improvement' service request project.
    - Developed and/or refurbished numerous APEX applications, WebFocus reports, and data extraction services for various projects and initiatives. Provided large efficiency gains and process improvements for various departments within FS.
    - Coordinated and deployed the FS Business Continuity and Disaster Recovery Plan. Included individual FS department playbook.
    - Upgraded 50% of approximately 150+ Windows 10 computers to Windows 11 by either an in-place upgrade, reimaging, or replacing the device. Remediated vulnerabilities on computers by 50%, ensuring the endpoint devices have updated software

and firmware.

  - Reporting and Payroll Technical Teams processed 1,109 service requests: 121 reporting and data support requests, 860 technical support requests, 47 OPBA requests, 4 project consultations, 61 internal tasks, 14 questions and answers, 2 Jira improvement requests, including services provided using APEX, WebFocus, and SQL.

- FS Business Process Improvement (FSBPI)
  - Created AI robots (bots) to automate manual tasks across various FS departments using Robotic Process Automation (RPA) technology.
  - Developed copilot agents/chatbots for Risk Services and CGA departments to assist campus departments and enhance operational efficiencies.
  - Led the ERP Modernization Assessment for FS by collaborating with ERP vendors and internal stakeholders from FS, HR, and Student Services to assess modern ERP solutions that could potentially replace Banner.
  - HSC Data Warehouse Project. Strategized and coordinated the integration of Banner finance data into HSC's data warehouse.
  - Represented FS in the institutional data governance initiative spearheaded by the President's Office.
- Office of Planning, Budget, and Analysis (OPBA)
  - Presented the 10-year Core Fund Financial Plan to Budget Leadership Team (BLT) in October 2024. In addition, presented the UNM Combined Enterprise 10-year Plan to the Executive Cabinet in January 2025. Worked with University Communications and Marketing (UCAM) to design a customized PowerPoint template for the 10-year plan and converted the 10-year operating forecasts into APEX dashboard to campus during Summer 2025. Began work on financial metric dashboard and identified APEX as our dashboard tool.
  - Partnered with Government Relations to help lead and oversee the Legislative Finance Committee (LFC) program evaluation of the Higher Education Department's (HED) endowments received between Fiscal Year 2023-2025 for teacher education, social work, and nursing programs. In addition, worked closely with HED and Council of University Presidents (CUP) to provide data validation and input related to the National Center for Higher Education Management Systems' (NCHEMS) financial

sustainability study for higher education in New Mexico.

  - Completed the automated report of the Budget Adjustment Request (BAR) spreadsheet and analysis by reporting exhibit. Fully implemented and used new report to successfully complete and submit the Fiscal Year 2025 BAR to the HED.
  - Continued outreach and provided training to academic and other leadership groups, including Faculty Senate, Faculty Senate Budget Subcommittee, Student Affairs Leadership Team (SALT), Student Fee Review Board (SFRB), UNM Ambassador Program, and Branch campus business offices.
  - Participated in building and compiling budget to actual data and underlying reports for the University Controller. The budget to actual reports is presented quarterly to the University Board of Regents as part of the consolidated financial report.

- Payroll
  - Assessed and improved non-standard payment process and Payroll Adjustment Form functionality and visibility of the application in collaboration with the Project Management and Improvement Office (PMIO).
  - Participated in the UKG timekeeping system project for campus.
  - Began process to resume scanning in Xtender.
  - Supported creation of FS Business Continuity and Disaster Recovery Plan.
  - Assessed and improved file maintenance file feeds in APEX for payroll processing.
- Property Accounting
  - Revised UAP 7710: Property Management and Control to eliminate the requirement for computer tagging, and to clarify other aspects of the policy for end-users.
  - Successfully implemented automated data entry tasks via cross-collaboration with the FS Process Improvement Team.
  - Successfully implemented an automated property report for CGA, which allowed them to obtain data they need directly, increasing efficiency.
  - Updated Standard Operating Procedures (SOPs) to better reflect current modifications to processes.
- Purchasing Department and University Services
  - The Purchasing Department participated in Request for

Proposal (RFP) efforts for UNM, UNMH, and UNMMG. Hired a consultant to conduct a comprehensive assessment of institutional readiness and a feasibility study for a consolidated cloud-based ERP implementation. Completed an assessment of Contracts + in LoboMart/Jagger systems to upload external contracts and ensure all current agreements are accessible and current in the system.

  - Accounts Payable (AP) successfully implemented US Bank AP Optimizer. This advanced automation solution is designed to streamline payment disbursements, enhance efficiency, and bolster security for fraud risk mitigation.
  - AP implemented Paymode-X®, a comprehensive solution to establish and pay vendors electronically through US Bank and Paymode-X®. This advanced automation solution is designed to streamline the vendor payment set-up process, streamline payment disbursements, enhance efficiency, and bolster security for fraud risk mitigation.
  - The Copy Center expanded uniform services to additional departments and now complete uniforms for Athletics, Residence Hall Association (RHA), Facilities Management (FM), Student Union Building employees, and the UNM Memory and Aging Department.

- Risk Services
  - Collaborated with UNM Environmental Health and Safety on an update of the special events management request tool. Future collaboration with Institutional Support Services (ISS) is expected in the future.
  - Hired a Manager of Insurance and a Claims/Deputy Risk Manager to support departmental responsibilities.
  - Researched and acquired an AI video creation platform to develop training videos for deployment to the campus community.
  - Continued to review and develop the worker's compensation return-to-work program for on-the-job-injured employees.
- Taxation
  - Coordinated with UNM partners to facilitate Inflation Reduction Act (IRA) tax credits on eligible UNM projects.
  - Processed and filed monthly New Mexico Governmental Gross Receipts Tax payments and the annual Unrelated Business Income Tax return.

- Completed Internal Revenue Service (IRS) 1042-S tax reporting for the University.
- Coordinated with Athletics on taxable implications of National Intent Letter (NIL) payments to student athletes.
- Implemented Smartsheet tracking and approvals of Educational Fringe Benefit reporting.

- Treasury
  - Optimized cash earnings through the higher negotiated rates with US Bank, cash flow projections, and the commercial paper sweep program. The higher rates and new commercial paper sweep program produced significant increases in cash interest earnings in Fiscal Year 2025, as illustrated in the chart in the appendix.
  - Payment Card Industry (PCI). Treasury led the PCI Compliance Project university-wide, the PCI Self-Assessment Questionnaire (SAQ) process, implemented PCI compliance Decision Support System (DSS) 4.0, and internal audit recommendations.
  - The PCI SAQ process is a massive undertaking that includes interviews with representatives of UNM's 47 merchants and compliance document evidence reviews (306 evidence items). The process concludes with drafting UNM's consolidated Self-Assessment Questionnaire D (SAQ-D), which reports UNM's compliance structure and communicates UNM's compliance to our acquiring bank, Elavon (part of US Bank). This work sets the stage for the clearing of the PCI audit findings in Fiscal Year 2026 (see future section).
  - Delegation of Authority/Check Signing within UAP 7200: Cash Management. Treasury led the effort to revise UAP 7200 to assign a single policy owner, University Treasurer. Clarify UAP 7200 provisions by removing duplicate policies and strengthening policy language. Update existing links and document names. Streamline the cash disbursement approval process to remove resource bottlenecks (while maintaining strong segregation of duties for expenditure approval). Modernize language to account for electronic authorizations, new regulations, and new payment methods.
  - In addition to streamlining the approval process through policy, the Treasurer took the lead responsibility for manual high-dollar check signatures/ACH approvals in Fiscal Year 2025, which freed up countless hours for the Controller to work on other priorities.

- Unrestricted Accounting
    - Implemented a new automated Cell Phone Allowance program. This program eliminates substantial duplication of effort, campus-wide, from the previous manual monthly Cell Phone Reimbursement process.
    - Provided day-to-day management oversight for other FS departments including Risk Services, Taxation, and Property Accounting.
    - Completed annual filing of the State of New Mexico Unclaimed Property Reporting for the Accounts Payable and Payroll departments.
    - Completed annual IRS 1099-K tax reporting for the University.
    - Participated in beta-testing and product development for enhancements and challenges pertaining to Chrome River, Banner, and strategic projects.

iii. FUTURE PLANS

- Controller's Administration
    - A new cohort of the UNM Ambassador Program is set to launch in Fiscal Year 2025-2026.
    - Continue to work on EVPFA tactics for Fiscal Year 2025-2026. They include, but are not limited to, the ERP Funding Strategy and Roadmap, UKG Unified Timekeeping System Project, and strategies for supporting federal funding.
- The Bursar/Cashier's Office
    - Migrate current TouchNet Cashiering platform to Touchnet's Student Account Advisor.
    - Revise/Update University Administrative Policies (UAPs) 7225, and 8215.
    - Convert 1098T student tax form to online delivery opt-in.
    - Create Payment Plans for prior semester student balances.
    - Convert Heartland Payment Processing Platform.
- Contract and Grant Accounting (CGA)
    - CGA plans to continue process improvements through new software and automation, as well as concentrate on extending training to the broader research community.
    - Implementation of a new Effort Certification software which will be more user-friendly and reduce administrative burden, while

maintaining necessary compliance.

  - Implementation of a new Grant Management system, which will allow work towards the *One University* goal as well as reducing administrative burden on the broader research community.
  - Automate major invoice portals, which will reduce the need for manual work, and will include the new federal government requirements.
  - Will participate in the Research Administration Post-Award Project, reviewing both HSC and Central Campus operations for recommendations on efficiencies and aligning with *One University* goal related to the post-award process.
  - Will participate in the interdepartmental Program for Advancing Research Development and Administration (PARDA) Project, bringing training to departments regarding best practices related to monitoring awards.

- Financial Reporting
  - Will complete a true month-end close, finalize automation of monthly depreciation, and begin recording material recurring accruals.
  - GASB 87 lease amortization APEX Application. Will replace spreadsheets with a governed APEX application to generate/manage lease amortization with a full audit trail and streamlined postings.
  - Consolidated Financials Front-End. Will deliver and edit on-screen, write-back front end (Power BI + Power Applications or APEX) tied to governed finance data, producing polished Statement of New Position (SNP)/State of Revenue, Expenses and Changes in Net Position (SRECNP) while reducing cycle time and minimizing human error.
  - Encumbrance management with Purchasing and Accounts Payable. Will cut year-end rework from closed encumbrances through pre-year-end analytics and, if needed, an APEX control to roll forward/open/close Purchase Orders (PO) with approvals.

- Finance Systems Management IT (FSMIT)
  - Will upgrade and modernize existing Payroll reports in WebFocus.
  - Will create new Payroll reports.
  - Will automate Letter of Credit (LOC) statements for Contract

and Grant Billing.

  - Will expand Jira Service Management System.
  - Will deploy CGA service requests project.
  - Will deploy Payroll service requests project.
  - Will migrate domain to UNM enterprise domain.
  - Will expand support infrastructure.
  - Will upgrade remaining Windows 10 computers to Windows 11 by October 2025.
  - Will centralize FS websites (20) into one website.

- Finance Systems Management Business Process Improvement (FSMBPI)
  - Issue an RFP and implement a new ERP system to replace Banner Finance.
  - Continue developing bots to automate financial processes using robotic process automation technology.
  - Further develop digital agents to improve customer service with FS offices.
  - Recommend policies, from AI perspective, for consideration by the Data Governance Committee.
  - Engage in the Enterprise AI implementation initiative.
- Office of Planning, Budget, and Analysis (OPBA)
  - Complete 10-year forecasting dashboard redesign in APEX, including balance sheet projections. Update projections for Fiscal Year 2025 and beyond for Fall update. Also, complete the financial metric dashboard in APEX and post a link to the dashboard on OPBA website or homepage.
  - Continue to work with ERP Funding Group and UNM leadership on the ERP strategy and roadmap, including identifying and securing all funding resources for a new ERP.
  - Work with Academic Affairs on automating multi-year planning forms in Smartsheet. Work with Institutional Support Services (ISS) to pilot a new Smartsheet form during this budget development cycle for Fiscal Year 2026-2027, with plans to roll out to Central Campus units for the next budget cycle.
  - Work with infrastructure assessment and simplification, including elements of the IT funding model, and explore new internal funding models and recommendations for executive

leadership.

  - Continue working with state partners at New Mexico Higher Education Department (NMHED), LFC, and CUP on various initiatives, including ad hoc data requests, endowment reporting, reserve balance information, higher education formula funding technical group, and any other identified priorities that arise throughout the year.

- Payroll
  - Improve the Payroll Adjustment Form related to leave corrections.
  - Finalize Banner 8 Self-Service conversions to Banner 9 (W-2, Direct Deposit, and W-4).
  - Create "sound-bite" videos using Bots for training and improvements regarding the scanning process.
  - Go-Live with UKG timekeeping system for campus. Move all employees with time entry and leave processing into the new UKG system. Collaborate with HR to update Standard Operating Procedures (SOP), training, and Banner Authorization Requests (BAR) roles for Banner Time Approvals in PHATIME for departments/groups remaining on Banner time entry.
  - Convert garnishment system to APEX and begin Accounts Receivable (A/R) application in APEX for more efficient processing, tracking, and reporting.
- Property Accounting
  - Enhance the pre-notification and actual annual inventory process for both Property Accounting and Unrestricted Accounting end users.
  - Implement new asset write-up guidelines for fully depreciated assets.
  - Update and implement a revised checklist for donated assets to increase process efficiency.
  - Work with the inventory management software provided to ensure the AppTree system is being fully utilized to best meet the needs of all campus users.
- Purchasing Department and University Services
  - Purchasing is moving forward with, and will lead, the UNM ERP modernization project. This initiative will include Central Campus and Branches (CC&B) and the Health Sciences academic units, while UNM Health and UNMMG will have the

flexibility to pursue an alternative cloud-based solution for the near term.

  - Chemical & Research Laboratory Supplier (CRLS) will lead a project to upgrade the Dewar cylinder tracking system to manage inventory, sales, and the location of Dewars and cylinders across campus.
  - Purchasing will serve as the Lead Agency for Consortium to solicit, evaluate, and establish contracts with construction firms for Job Order Contracting (JOC), to be used for UNM and other state entities.

- Risk Services
  - Continue revision of UAPs applicable to Risk Services.
  - Offer risk management education and training to all campuses.
  - Develop enhanced methods of collecting and validating data for use in insurance renewals and exposure surveys.
  - Continue development of driver oversight and safety processes, including Defensive Driving Course completion audits and implementation of auto accident review committee.
- Taxation
  - Determine and finalize out-of-state filing requirements related to out-of-state remote employees.
  - Work to implement abbreviated W-8BENE tax form with foreign tax treaty language for departmental use.
  - Build a power point presentation for the Taxation website with popular FAQs.
- Treasury
  - Treasury will propose a revenue-sharing model that provides additional funding for the core fund and a sustainable funding model for the Treasury Department, by leveraging additional investment earnings. These earnings will be generated by reallocating a portion of UNM's cash holdings from Insured Cash Sweep (ICS) funds to a United States government-backed money market fund.
  - Treasury will work with the UNM Bookstore, UNM Valencia Branch Campus, and UNM Internal Audit to clear the open PCI internal audit findings (Bookstore #7, Valencia #2, and Valencia #3) in Fiscal Year 2026.
  - Bond draw process redesign. Use what we learned in Direct

Deposits Smartsheets process to redesign the process for state funded projects (bond draws). This will involve redesigned reports and streamlined processes. This will result in faster payments on state funded projects and labor hour savings for the Treasury Department.

- Unrestricted Accounting
    - Provide current applicable guidelines to campus departments regarding allowable expenses through training sessions, distributions of memos, and website updates.
    - Work towards clarification and application of the rules and laws regarding donor cultivation expenses, as they relate to the State of New Mexico Anti-Donation law.
    - Update and overhaul the Internal Service Center process.

iv. APPENDIX

- The Bursar/Cashier's Office Statistics

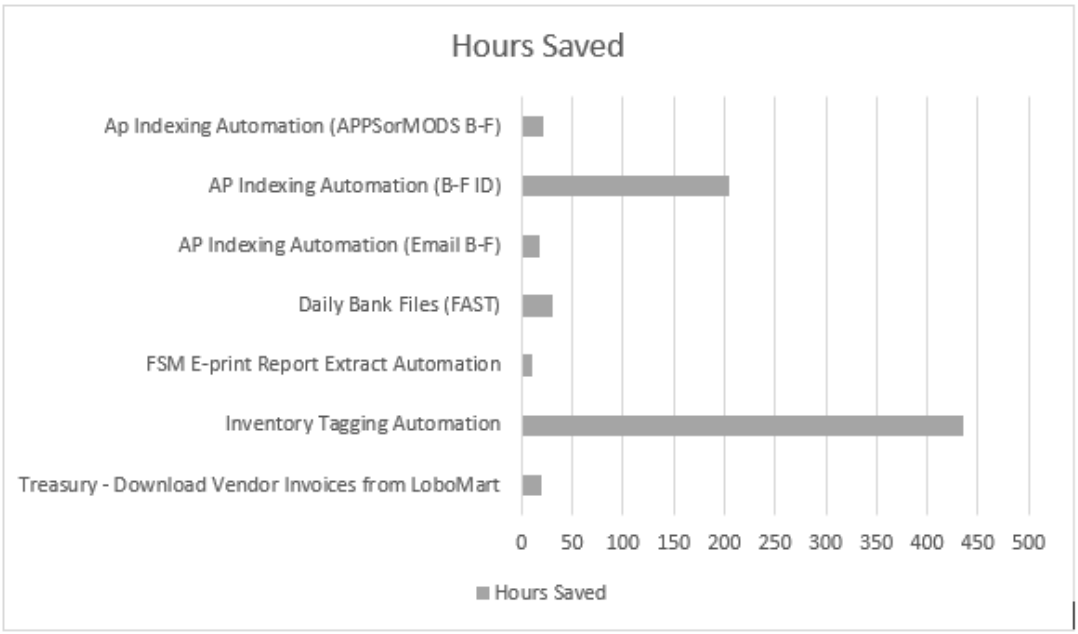
Receipts / Payments / Refunds	Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
	Trans	Dollars	Trans	Dollars	Trans	Dollars
Cashier Receipts	49,115	$82,122,346	42,470	$71,932,696	40,197	$75,559,633
TouchNet Credit Card Payments	22,858	18,151,864	25,973	19,664,669	27,675	19,956,266
TouchNet Electronic Check Payments	68,735	55,420,525	70,076	54,723,763	72,592	54,454,278
Other Payments [1]	646	3,833,464	811	5,544,294	890	5,415,110
MarketPlace Payments	67,857	11,685,890	56,425	10,322,927	54,978	9,950,170
Total Receipts	209,211	$171,214,089	195,755	$162,188,34	196,33	$165,335,457
TouchNet Direct Deposit Refunds	43,633	$86,175,065	44,796	$94,536,187	42,651	$100,207,150
Student Check Refunds and Short-Term Loans	13,036	17,836,330	14,199	21,021,559	12,641	23,583,087
Total Refunds	56,669	$104,011,395	58,995	$115,557,74	55,292	$123,790,237

[1] *Includes international wires and 529 payments processed by Flywire as well as direct wire transfers.*

Tuition and Fee Revenue	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Undergraduate – Resident and Non-Resident	$ 136	$ 148	$ 156
Graduate – Resident and Non-Resident	52	50	51
Mandatory Student Fees [1]	41	47	50
Course Fees	8	9	9
Total Revenue *(to nearest million)*	$237	$253	$266

[1] *Fiscal Year 2023 includes mandatory student fees, the athletics student fee, the student technology fee, the student health, and counseling fee, the ASUNM Fee, and the GPSA fee. Fiscal Year's 2024 and 2025 includes all of these plus the Facility Fee.*

- FSMBPI Statistics



- OPBA Statistics

OPBA - Dept budget entries and adjustments approved by month													
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Fiscal Year 2023	176	443	586	345	433	323	263	410	1096	14	30	38	4157
Fiscal Year 2024	177	479	522	264	394	311	435	410	868	24	35	33	3952
Fiscal Year 2025	188	455	415	380	261	488	248	358	1112	28	26	49	4008

- Payroll Statistics

Fiscal Year 2025 Payroll direct deposits issued	261,340	Fiscal Year 2024 Payroll direct deposits issued	253,463
Fiscal Year 2025 Payroll paper checks issued	1,187	Fiscal Year 2024 Payroll paper checks issued	1,537
Calendar Year 2024 W-2s issued	17,609 9,881 electronic	Calendar Year 2023 W-2s issued	17,211 9,327 electronic

- Property Accounting Statistics

	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2024/2025 Variance
# of Capital Inventory Additions	439	720	785	65 (9.0%)
Value of Capital Additions	$16,299,132	$22,821,597	$24,616,768	$1,795,171 (7.9%)
# of Non-Capital Computer Additions	1,937	3,847	3,908	61 (1.6%)
Original Cost of Non-Capital Computer Additions	$5,207,586	$5,364,341	$4,839,069	-$525,272 (9.8%)
# of Capital Inventory Deletions	315	297	347	50 (16.8%)
Value of Capital Deletions	$10,682,385	$8,038,896	$7,149,823	-$889,073 (11.1%)
# of All Inventory Deletions	5,936	3,992	3,958	-34 (0.9%)
Original Cost of All Deletions	$10,903,855	$11,931,451	$10,968,396	-$963,055 (8.1%)

- Purchasing Department and University Services Statistics

PURCHASING DEPARTMENT – *FY25 STATISTICS*

Purchasing Department	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
RFP's Issued	45	42	43
Invitation for Bids (IFB's) Issued	7	14	7
PO's Issued ($)	$203,205,728.26	$266,658,135.06	$295,369,811
PO's Issued	26,565	28,427	29,891
Change Order's (CO's) Issued	4,177	4,158	4,560
PCard/FCard $	$68,939,309.53	$76,608,308.74	$80,806,462.30
PCard & Accounts Payable	**Fiscal Year 2023**	**Fiscal Year 2024**	**Fiscal Year 2025**
Vendor Setups and Maintenance Requests	7,977	8,527	8,630
Banner Invoices	1,909	2,159	2,011
Direct Pay Invoices	40,240	41,873	42,137
Bookstore Invoices	4,815	4,363	3,950
LoboMart	25,278	27,369	27,995
PCard	136,921	140,875	145,313
Total Invoices Count	217,220	216,639	229,996
Checks	43,803	36,674	44,036
ACH Direct Deposits	41,280	39,456	45,678
Wire Transfers and Foreign Currency Checks	614	611	693
Total Disbursement Count	85,697	76,751	90,407
PCard/FCard $	$68,939,309.53	$76,608,308.74	$80,806,462.30
Total Disbursements Amount	$969,620,758.06	$1,037,937,284.94	1,210,087,303.92
Mailing, Shipping & Receiving	**Fiscal Year 2023**	**Fiscal Year 2024**	**Fiscal Year 2025**
Outgoing Packages & Mail (Excluding Bulk)	587,176	506,680	459,736
Incoming USPS Mail Pieces	737,667	731,428	680,424
Campus Mail	148,175	143,550	130,800

- Purchasing Department and University Services Statistics Continued

Accountable Packages & Mail	80,257	111,016	119,516
Amazon Incoming	N/A	2,839	7,313
Bulk/Permit Mail	3,086,582	1,623,112	1,226,812
FedEx Incoming	16,336	32,872	34,970
FedEx Outgoing	1,260	3,281	3,637
UPS Incoming	20,818	34,414	32,434
UPS Outgoing	1,431	1,752	1,225
Surplus Property	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Total Surplus Property Items	26,055	26,106	22,715
Inventoried Equipment	5,719	5,026	4,091
Non-Inventoried Equipment	20,536	21,080	18,624
Number of Pickups	1,219	1,358	1,442
Records Management	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Total Inventory (Boxes)	4,763	4,617	3,780
LoboMart Requests	75	92	82
CRLS	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Total Sales	$908,515.15	$1,032,206.69	$1,024,741.37
Total Orders	6,946	6,866	7,455
Stock Orders	6,783	5,669	6,190
Customer Request Orders	1,041	1,267	1,265
Copy Center	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Black & White Copies	6,487,254	3,932,784	3,529,855
Color Copies	2,926,989	3,218,436	2,952,199
Total Copies	9,171,997	7,151,220	6,482,054
Total Sales ($)	$1,216,262.81	$1,336,600.71	$1,286,631.39

- Risk Services Statistics

University of New Mexico & UNM Hospital Claims Statistics

	Property Damage Incidents		
	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
UNM	68	72	70
UNMH	3	2	6
SRMC	2	0	0
Gallup	3	3	2
Los Alamos	0	1	0
Taos	0	2	0
Valencia	0	0	0

Auto Damage Incidents		
Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
34	45	70

General Liability Incidents: Non-Medical Malpractice, Non-Civil Rights		
Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
46	42	73

Workers Compensation Claims: UNM Central & Branch, Health Sciences Center, UNMMG			
	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Medical Only	107	138	172
Lost Time	17	18	9
Needlestick (Exposure)	21	23	29

Workers Compensation Claims Originating Area			
	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
UNM	47	56	136
HSC	46	71	62
UNMMG	12	5	9
Gallup	1	2	1
Los Alamos	0	0	0
Taos	1	2	1
Valencia	0	0	1

- Taxation Statistics

Tax Returns Filed
State Governmental Gross Receipts Tax (monthly)
State Water Conservancy Fee (monthly)
Federal Fuel Excise Tax Refunds (quarterly)
Form 1042 return and 780 1042S Forms for foreign nationals (annual)
Form 990T - Unrelated Business Income Tax (annual)
Form 990 – UNM Retiree Welfare Benefit Trust (annual)
Form 720 – UNM PCORI Fees (annual)
Form 8282/8283 – Donee/Donor Recognition (various)

Taxes Paid	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2024/2025 Variance
NM Governmental Gross Receipts Tax	$1,826,408	$1,883,778	$2,022,133	$138,355 (7.3%)
Form 1042 Annual Withholding	$238,081	$301,747	$369,618	$67,871 (22.5%)
Unrelated Business Income Tax Liability	$17,537	$17,490	$9,826	-$7,664 (-43.8%)
Documents Processed				
Non-Resident Transactions	1,388	1,370	1,247	-123 (-9.0%)
Foreign Scholarship Awards	1,301	2,184	2,313	129 (5.9%)

- Treasury Statistics

	Current Market Value (in millions)	Yield Range		
		Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Checking – Operating	$0.0	0.0%	0.0%	0.0%
Commercial Paper	$32.1	0.005% to 4.25%	4.25% to 4.75%	4.75% to 3.75%
Insured Cash Sweep	$153.9	0.005% to 3.80%	3.80% to 4.25%	4.25% to 3.35%
Total Cash Yield – Total Dollars		$ Cash Yield		
		Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Combined Yield		$716,713	$6,210,719	$8,863,444

- Unrestricted Accounting Statistics

Document/Process	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2024/2025 Variance
Purchase Requisitions	4,962	4,486	4,807	321 (7.2%)
Chrome River Requests	17,389	18,277	18,503	226 (1.2%)
Journal Vouchers	14,622	12,652	13,762	1,110 (8.8%)
Scholarships Workflow Documents	3,612	4,060	4,222	162 (4.0%)
Total Documents	40,585	39,475	41,294	1,819 (4.6%)
NSAR Billings (# invoices)	2,437	2,809	2,929	120 (4.3%)
NSAR Billings (million $)	$6.436	$7.909	$7.240	-$0.669 (-8.5%)
NSAR Collections (million $)	$6.015	$7.615	$7.234	-$0.381 (-5.0%)
Equipment Additions (million $)	$16.3	$23.8	$18.6	-$5.2 (-21.8%)
Equipment Deletions (million $)	$10.7	$8.0	$7.0	-$1.0 (-12.5%)

HUMAN RESOURCES

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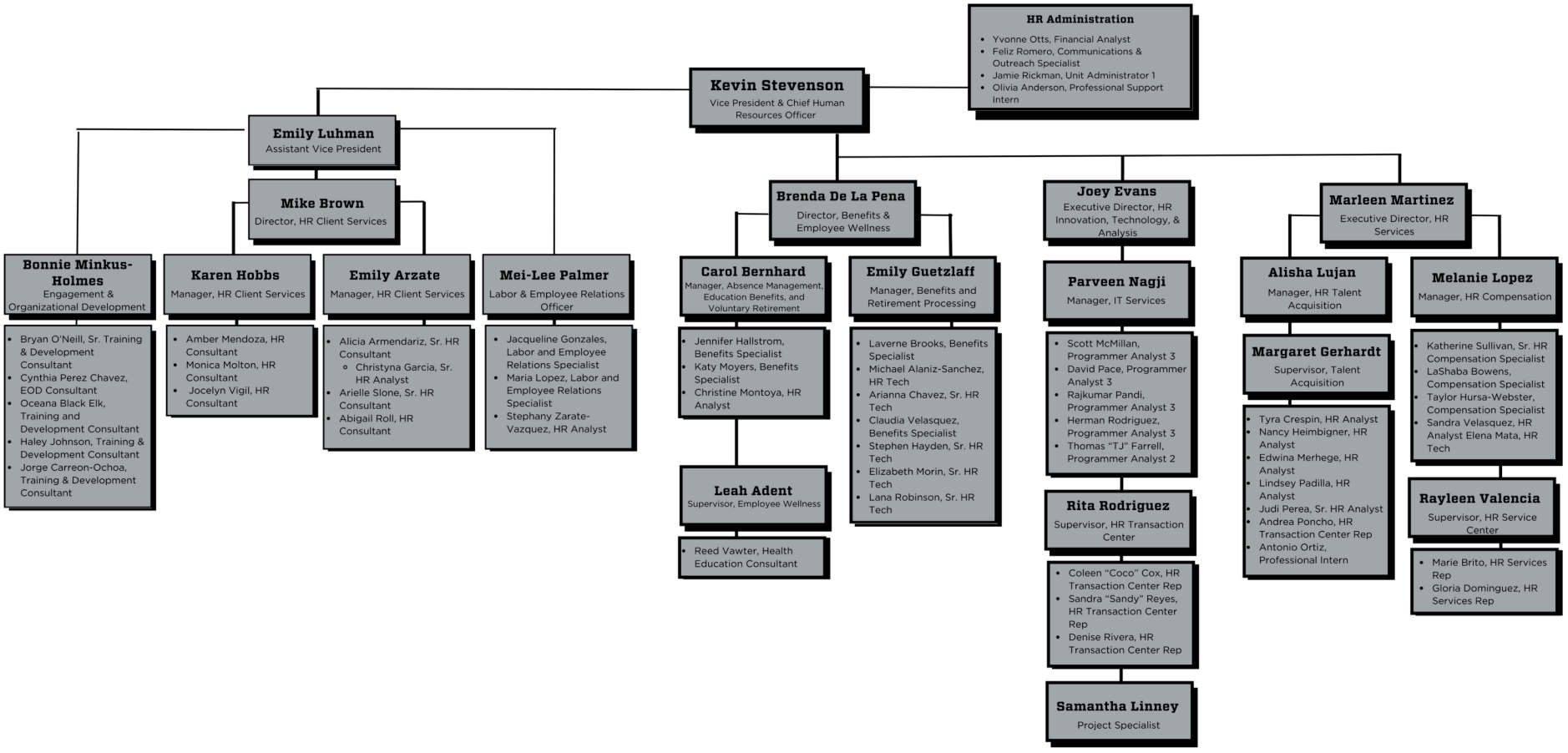
VICE PRESIDENT

KEVIN STEVENSON

FY25 ORGANIZATIONAL CHART

HUMAN RESOURCES



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.

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i. EXECUTIVE SUMMARY

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

HR is dedicated to delivering exceptional customer service in support of the University's mission, vision, and guiding principles. The division's primary areas of oversight include:

- HR Administration – Oversees the division of HR, represents the division to UNM leadership and the Board of Regents, supports strategic initiatives and projects, develops and manages employee communications and forum groups, administers the University's service award program, manages HR's budget and accounting operations, and provides centralized administrative support across the division.
- Benefits & Employee Wellness – Administers health benefit insurance plans for eligible populations of the university system, facilitates UNM's retirement program, manages absence management and employee leaves, and provides educational and consulting guidance on wellness in the areas of physical, emotional, financial, and occupational well-being.
    - Absence Management: Provides support and guidance to staff and departments regarding UNM's leave benefits. These include Family and Medical Leave (FMLA), Paid Parental Leave (PPL), Catastrophic Leave (CAT Leave), and Short- and Long-Term Disability (with faculty support included for disability benefits).
    - Employee Benefits, Retirement, and Education Support: Provides guidance and administration of employee benefits and retirement programs at UNM. The team supports staff, faculty, retirees, graduate students, and resident physicians by managing university-sponsored benefits and processing retirement through both mandatory, Educational Retirement Board (ERB) and Alternative Retirement Plans (ARP), and voluntary (403(b)/457(b)) plans in collaboration with approved financial carriers. The team also promotes professional development and lifelong learning through tuition remission and other educational assistance programs available to eligible employees.

    - Employee Wellness: Provides programing and resources designed to support positive culture and behavior change. Employee Wellness strives to assist UNM's workforce in achieving personal and professional wellness goals in the areas of emotional, financial, nutritional, and physical wellness.

- Client Services – Provides consultation services to management on all facets of HR policies, guidelines, and practices. The team supports employees and managers with HR policy interpretation and personnel best practices and collaborates with HR specialists to resolve personnel issues including performance management, disciplinary processes, labor relations, department culture, employee engagement and organizational development.
- Compensation – Provides strategic oversight of the University's staff classification and compensation framework and administrative processes, ensuring alignment with institutional priorities, market competitiveness, equity principles, and regulatory compliance. This work supports a sustainable and transparent compensation strategy that strengthens talent management and organizational excellence.
- Engagement & Organizational Development (EOD) – Supports UNM faculty, staff, and department leadership through organizational development, training, and engagement initiatives that cultivate careers, strengthen work environments, and develop leaders. Key programs include the UNM Employee Engagement Survey, New Employee Experience, Lobo Leadership Academy, and ULead, along with administration of UNM's mandatory training requirements. EOD also provides managers with tools, including managers.unm.edu, to help leaders access resources and drive team success.
- HR Innovation, Technology, and Analysis – Enhances HR processes by supporting internal HR units and leading campus-wide technical projects on behalf of HR. The team provides technical support and implements systems, software, and reporting solutions for UNM employees and applicants. It also collaborates with HR, Employment Areas, and campus partners in identifying opportunities to simplify operations, improve consistency and enhance the overall employee.
- HR Service Center (HRSC) – Delivers centralized, high-quality support to the Division of Human Resources, staff, managers, and external customers. The center resolves a broad range of high-volume HR inquiries, including general benefits questions, and provides accessible resources for frequently asked topics. HRSC maintains personnel records, ensures compliance with I-9 requirements and other regulatory standards, and enhances the employee experience by driving operational efficiency and handling routine transactions.

- Labor & Employee Relations (LER) – Works with employees and supervisors to promote a respectful and fair workplace. LER conducts investigations regarding employment concerns submitted through the University's hotline system, interprets and negotiates the four staff union contracts, provides guidance throughout the union grievance process, and manages UNM's drug testing program for all federally mandated Department of Transportation (DOT) employees.
- Talent Acquisition – Plays a central role in advancing the University's staff recruitment strategy by overseeing end-to-end hiring processes that align with institutional policies, regulatory requirements, and best practices in equitable hiring. The team provides tailored recruitment services, manages temporary staffing, processes recruitment-related personnel actions, and advises departments to ensure fair and compliant hiring practices. In addition to operational responsibilities, Talent Acquisition leads strategic initiatives to position UNM as an employer of choice, expand outreach, and support long-term goals for inclusive excellence.

Budget Summary

The HR budget supports the hiring and recruitment of staff, employee compensation, benefits, and training for university faculty and staff. In addition, the budget provides strategic guidance, consulting support, and compliance support to various departments of the University. HR strives to maximize its resources to offer services and individualized support to UNM employees in many aspects of their personal lives, including health, wellness, and financial information. HR's operating budget for Fiscal Year 2025 (FY25) totaled $9.1 million. The primary funding sources for HR include Instructional & General (41%), General Institutional Services (33%), Miscellaneous General (18%), and Internal Service Center Funding (3%). Additional funding sources (5%) include transfers, allocations, and balance forwards. The majority of HR's expenditure budget consists of salary & benefit expenses ($7.9M). Overall expenses for HR increased in FY25, with reserve balances used for consulting, pre-employment screenings and background checks, HelioCampus benchmarking, and service award and staff appreciation initiatives.

HR Strategic Plan

We align all projects and initiatives with the goals and strategies outlined in our five-year Strategic Plan to continuously advance our vision of delivering exceptional service and resources that improve employees' lives every day. Our goals and strategies are summarized below and can also 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 on programs and practices that attract, develop, and retain high-quality employees.
    - Improved Service: Cultivate relationships by providing employees and departments with up-to-date and useful information through consistent and exceptional customer service.
- Goal 2: Optimization - Optimize the HR Division by increasing internal collaboration, evolving our organization structure and refining our business processes to allow us to focus less on red tape and more on helping UNM departments and employees get their jobs done more effectively
    - Collaboration, Process and Documentation: Enhance collaboration across HR departments and reduce duplication through the review, refinement and documentation of internal business processes
- Goal 3: Technology - Employ technology to improve efficiency within HR and to increase employee satisfaction and success across campus
    - HR Technology and Infrastructure Deploy technical solutions within our sphere of authority to enhance HR department effectiveness
    - Effective Partnering Across Campus: Leverage relationships and expertise with departments across campus to implement and improve enterprise applications, systems and processes
- Goal 4: Compliance - Embrace HR's role in an effective university-wide compliance program while responding with agility to new challenges and requirements.
    - Initiatives: Adopt best practices across the Division to effectively support employees, manage risk and control cost
    - Mandates: Implement new obligations in a forward-looking manner that promotes an environment of ethics and compliance while balancing efficiency and effectiveness

ii. SIGNIFICANT ACCOMPLISHMENTS

Below are descriptions of our top five accomplishments, followed by additional accomplishments that had an impact on University operations.

- Enhance UNM's Total Rewards Strategy - HR enhanced the overall value of UNM's compensation and benefits models through expanded paid leave, strengthened education benefits, and the development of a program for hiring incentives and one-time payments.
    - Expansion of Paid Leave: HR updated UNM leave policies to better support employee well-being by expanding bereavement leave and recognizing mental and emotional health as a valid reason for sick leave. These changes also simplified documentation requirements.
    - Expansion of Education Benefits: HR benchmarked peer institutions to identify opportunities to enhance educational benefits, strengthening employee growth, retention, and the University's competitive position. HR will evaluate the information gathered for potential recommendations and program enhancements.
    - Creation of a New Hiring Incentive Program: HR developed a Hiring Incentive Program to attract top talent, guided by industry benchmarks, legal requirements, and stakeholder input. The final recommended program incorporates flexibility to meet University needs and is designed to accelerate hiring and support long-term talent goals.
- Enhance Learning and Development Offerings - HR made substantial progress in advancing learning and development by updating the Lobo Leadership Academy based on participant and presenter feedback. Updates include enhanced videos, slides, and activities to create a more engaging and effective program.
    - Lobo Leadership Resource Hub (LLRH): In response to user feedback, HR launched LLRH at managers.unm.edu. This is a comprehensive, intuitive resource hub that provides managers, supervisors, and HR liaisons with just-in-time guidance and support.
- Key Federal Compliance Projects - HR focused on compliance with key federal regulations affecting the University's workforce, particularly the Department of Labor's updates to the Fair Labor Standards Act (FLSA). Effective July 1, 2024, HR raised the salary threshold for Grade 11 employees to $43,888, communicated the changes to departments, and developed options for part-time exempt employees to help preserve exemption status. However, when the Department of Labor (DOL) halted implementation of the rule, HR reversed the previously processed July 1, 2024 exemption status changes to ensure the University remained aligned with

federal guidance.

- Implementing Unified Timekeeping System - Significant progress was made toward implementing UKG Pro Work Force Management during FY25 in preparation for the planned go-live dates of November 29, 2025 and February 21, 2026. HR, Financial Services, and IT partnered to complete system integrations, conducted guided testing to validate employee-class configurations, attend UKG-led change-management workshops, implemented comprehensive communication plans, and develop training materials scheduled for launch in September 2025. The project team also developed a draft support model outlining a strategy to build departmental subject matter expertise in the Org. Manager role enabling long-term partnership with HR, Financial Services, and IT.
- Improve Effectiveness and Efficiency of HR Division Operations - HR enhanced the overall value of UNM's compensation and benefits models through expanded paid leave, strengthened education benefits and the development of hiring incentives and one-time payment programs.
    - HR developed shared standards for externally facing forms to ensure they were current, consistent across the division, and aligned with relevant policies and procedures. HR completed an inventory and initial clean-up of HR forms to ensure all published materials on the HR website are accurate and up to date.
    - Non-Standard Payment Process Improvements: HR developed and implemented new processes, technical solutions, and supporting training materials consistent with the recommendations of the Non-Standard Payment Audit.
    - Digitized Equity Adjustments and Leave Requests: HR replaced the need for the Electronic Personnel Action Notice (EPAN) forms by building four Electronic Personnel Action Forms (EPAFs) to process two types of Equity Adjustments and two types of Continuous Leave Without Pay. This reduced lost emails and manual errors, improved oversight by HR Consultants, enabled more effective tracking through HR reports, and allowed Talent Acquisition to process equity adjustments using the approved Salary Placement and Equity Tool (SPET), reducing the need for salary/start date corrections.

iii. FUTURE PLANS

The primary focus for HR's FY25-26 plans and projects will be initiatives that directly support the University's efforts to achieve the goals outlined in UNM 2040: Opportunity Defined. These initiatives align with HR's mission to deliver exceptional service and resources that enhance employees' lives. Each initiative supports UNM 2040 goals, particularly those related to building and sustaining a strong workforce and fostering *One University*:

- Enhance Strategic Partnerships – As a trusted strategic partner, HR will enhance collaboration and alignment across the organization to strengthen service delivery.
    - HR Agent and Liaison Effectiveness: To ensure consistent and efficient HR services across campus, HR will define shared skills and competencies for HR Agents and Liaisons, establish a structured development model, and strengthen collaboration among HR partners.
    - Employee Benefit Modernization: In collaboration with campus stakeholders, HR will develop and implement strategies to modernize UNM's health plans and overall benefits portfolio, with a focus on increasing choice, competitiveness, and affordability.
- Operational Effectiveness – HR will leverage technology to strengthen efficiency, accessibility, and service delivery across the organization. This includes exploring and deploying solutions, such as AI, to streamline processes and enhance usability.
    - Artificial Intelligence (AI) in HR: HR will identify ways AI can improve staff effectiveness, implement AI driven enhancements, and develop a framework for evaluating future opportunities.
- Learning and Development – HR will take ownership of skill and competency development across the institution. This work will strengthen leadership capability through sustained investment in manager development and enhance organizational capability by providing accessible learning opportunities that support essential workplace skills.
    - Foundational Skills Training: HR will enhance organizational capability by providing accessible learning opportunities that strengthen essential workplace skills. HR will develop a foundational training curriculum to ensure all employees have access to core skills such as written communication, digital literacy, navigating UNM's technology ecosystem, and

other essential competencies that address skill gaps across University roles.

- Cross-functional Collaboration and Leadership Support – HR will align departmental goals with the previous three strategies to improve processes and ensure departments are achieving goals that support the Division's strategic direction.
    - Policy Trends: Utilize EthicsPoint metrics to provide proactive information to HR partners and management, and develop an assessment tool to differentiate unprofessional behavior from bullying.
    - Hiring Incentive Program: Finalize and implement a hiring incentive program designed to attract high-quality candidates and enhance competitiveness.
    - Targeted Lobo Leadership Academy (LLA) Training: To expand the LLA program, HR will partner with the UNM School of Medicine (SOM) to offer targeted LLA training to HR Liaisons.
    - College Administrator Job Series: In partnership with Academic Affairs and HSC, HR will develop and implement a new job series and support materials for College Administrators/Principal Business Officers.

iv. APPENDIX

APPENDIX A: ENGAGEMENT & ORGANIZATIONAL DEVELOPMENT (EOD) TRAININGS

- Staff Development Courses: EOD offers a variety of development opportunities, including Staff Success Days, Open Enrollment Courses, and Hungry Minds Café sessions, to support the professional and personal growth of UNM employees.

Metric	FY 22-23	FY 23-24	FY 24-25
Total Courses Offered	35	28	120
Total Participation	1046	618	1856

  - Breakdown of Topics and Participation Per Course:

FY24-25 Course Breakdown by Topic	Courses	Participants
Career Development	2	121
Change Management	3	67
Communication	21	449
Conflict Resolution	3	65
Customer Service	1	14
Leadership development	20	431
Personal Growth	2	34
Personal Productivity	5	66
Project Management	5	67
Respectful Workplace	3	60

- Department-Requested Services: EOD provides customized training sessions, consultations, and strategic planning workshops tailored to the unique needs of each department.

Department	FY22-23	FY23-24	FY24-25
Total Sessions Provided	67	94	59
Total Consulting Participant Impact	2504	2028	1032
Total Strategic Planning Clients	17	17	7

  - Strategic Planning Sessions: EOD collaborated with 17 units across the University on strategic planning initiatives, helping align departmental goals with University objectives. EOD worked with various departments, including:

Department	Participants
Department of Cell Biology & Physiology	30
School of Engineering	27
UNM Los Alamos	34
ISS	16
KUNM News	12
HSC/VA	72
Obstetrics & Gynecology	24

Technical Training and Projects	FY22-23	FY23-24	FY24-25
Technical Projects	6	27	36
Spanish Translation Services	3	3	2
Total PEP Information Sessions Participants	44	31	35
Total Probation Review Information Session Participants	NA	163	199
Total Action Plan Drop In Participants	NA	15	NA

- Special Projects FY24-25
    - HSC Mentorship Program: EOD serves on the Health Sciences Mentorship Program committee and provides five in-person leadership development workshops annually. These workshops focus on enhancing leadership, emotional intelligence, and communication skills for mentors and mentees.
    - Women in Technology (WIT) Mentorship Program Participation: In FY23-24, EOD collaborated with the WIT group to develop a mentorship program that launched in FY24-25, further expanding the University's commitment to professional growth in technology fields.

Program	FY23-24 Participants	FY24-25 Participants
HSC Mentorship Program	31	22
Women in Technology (WIT) Mentorship Program	NA	14

APPENDIX B: LEADERSHIP-SPECIFIC TRAININGS

- Data Summary Table

Leader Specific Courses	FY22-23	FY23-24	FY24-25
Total ULead Participants	49	34	49
Total Career Pathways Participants	20	17	6
Total HSC Mentorship participants	24	31	22
Total WIT Mentorship Participants	NA	NA	14
Total Lobo Leadership Academy Participants	NA	NA	121

- ULead is a 7-week leadership development program offered to all UNM employees. It equips participants with tools to become more effective leaders, improve communication, manage conflict, and lead teams with confidence. Designed for any employee, not just supervisors, ULead focuses on enhancing interpersonal and leadership skills that support success in any role.
    - Cohort Size: 15 (Fall 2023) / 14 (Spring 2024)
    - Learning Pathways and Participants: ULead's Learning Pathways allow participants to customize their learning experience by developing skills relevant to their career goals, job role, or personal interests.

      FY24-25 Participants by Semester:
        - Change Management: 7 (Fall: 2 / Spring: 5)
        - Project Management: 10 (Fall: 6 / Spring: 4)
        - Managing Relationships: 28 (Fall: 14 / Spring: 14)
    - Participating Departments FY24-25: Animal Research; Clinical; Translational, Science Center; UNM Children's Campus; Digital Learning; Energy Services; Rio Rancho Campus Information Technologies (IT); UNM Cancer Center; Family and Community Medicine; Contract and Grant Accounting,; Project ECHO; HSC IT; Office of Sponsored Projects; Popejoy; Community Health; UNM IT; College of

Population Health; Facilities Management; Cancer Center; Contract and Grant Accounting; Compliance; Ethics and Equal Opportunity (CEEO); College of Education; College of Arts & Science; Clinical Research and Data Management.

APPENDIX C: UNIVERSITY-WIDE MANDATORY TRAINING COMPLETION RATES

All University of New Mexico employees, including regular faculty, temporary faculty, on-call staff, and student employees, are required to complete designated university-wide mandatory training annually. For Calendar Year 2024 (CY24), the four mandatory training courses were:

1. BAST 2024: Basic Annual Safety Training - 2024
2. MT 2024E / MT 2024S: Prevention of Discrimination & Harassment
3. ACSH 2024: Active Shooter on Campus: Run, Hide, Fight – 2024
4. Cybersecurity

Year-over-year Completion rates:

Training Title	CY23 Completion Rate (%)	CY24 Completion Rate (%)
Basic Annual Safety Training (BAST)	89%	82%
Intersections: Preventing Discrimination & Harassment	89%	81%
Active Shooter on Campus: Run, Hide, Fight	90%	83%
Cybersecurity	NA	82%

APPENDIX D: UNM PERFORMANCE EVALUATION AND PLANNING PROCESS

UNM'S Performance Evaluation and Planning (PEP) process is vital for staff development and accountability. This annual process fosters meaningful discussions between employees and managers about performance, development goals, and career growth, ensuring alignment with both individual and organizational objectives.

- Key Features of the PEP Process
    - Mandatory Participation: PEP is required for all staff, including performance evaluations for new employees at the conclusion of their probationary period, in accordance with UAP 3230: Performance Review and Recognition.
    - Ongoing Engagement: Employees and managers are encouraged to meet regularly throughout the year to align expectations, track goals, and foster professional growth.

- 2024-2025 PEP Timeline:
    - Self-Evaluations Assigned: December 2, 2024
    - Evaluation Submission Deadline: April 4, 2025
- Completion Rates:

	FY24-25
Evaluations Due	4,325
Evaluations Received by deadline	3,598
% Evaluations Received by deadline	83.19%
Evaluations Received by 6/30/25	4,266
% Evaluations Received by 6/30/25	98.64%

- Performance Ratings:

	FY24-25	
Goal Successful	4,297	49.70%
Goal Not Satisfactory	28	0.30%
Job Successful	4,302	49.70%
Job Not Successful	23	0.30%
	8,650	

APPENDIX E: NEW EMPLOYEE EXPERIENCE (NEE)

The New Employee Experience at UNM is designed to provide a smooth transition for new hires and help them feel welcomed and informed. It includes a variety of resources and activities to familiarize new employees with the University, its culture, and their roles.

- NEE Participation

Program	FY23-24 Participants	FY24-25 Participants
New Employee Experience (NEE)	849	789

APPENDIX F: LOBO LEADERSHIP ACADEMY

Human Resources continued the Lobo Leadership Academy (LLA) this year, with sessions scheduled every other month. The inaugural cohort includes 31 participants, with 17 on the waitlist.

- LLA Training Content Overview

Unit	Description
Unit 1: Leadership Essentials	Welcome, Program overview, resource overview, leadership foundations
Unit 2: Effective Talent Management	Hiring, remote work, ADA
Unit 3: Absence and Compensation Essentials	Absence management, compensation
Unit 4: Integrating Performance Relations, and Compliance	Performance management, LER, CEEO

APPENDIX G: EDUCATIONAL BENEFITS

Tuition Remission Statistics

Department	Academic Year 20-21	Academic Year 21-22	Academic Year 22-23	Academic Year 23-24	Academic Year 24-25
Continuing Education*	$765,591	$1,101,117	$1,406,220	$1,690,217	$2,267,896.20
Continuing Med Education	$40,346	$43,500	$63,639	$153,484	$64,090.00
Miscellaneous**	$64,674	$96,858	$87,855	$110,735	$127,189.00
New Mexico State University	$151,841	$126,066	$139,070	$141,509	$216,021.24
Recreational Services WOW Program	$46,377	$58,692	$106,611	$133,863	$164,315.50
University of New Mexico***	$3,841,411	$4,137,029	$3,926,941	$4,421,780	$4,632,140.34
Total	$5,104,959	5,563,263	$5,739,046	$6,651,588	$7,471,652.28

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

**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 the UNM Center for Life.

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

Dependent Education Scholarship

	Academic Year 20-21	Academic Year 21-22	Academic Year 22-23	Academic Year 23-34	Academic Year 24-25
Total	$1,318,015	$1,086,197	$995,329	$812,066	$448,583.27

APPENDIX H: HEALTH BENEFITS

Employee Health Plan Enrollees – Active Employees

	FY 20-21			FY 21-22			FY 22-23			FY 23-24			FY 24-25		
	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total
Single	480	2,405	2,935	511	2,318	2,829	570	2,413	2,983	605	2,536	3,141	658	2,662	3,320
Double	194	709	903	214	752	966	218	764	982	211	774	985	215	770	985
Family	217	982	1,199	237	986	1,223	236	995	1,231	235	1,024	1,259	240	1,043	1,283
Employee + Child	112	497	609	112	481	593	122	489	611	122	492	614	133	506	639
Total	1,003	4,593	5,596	1,074	4,537	5,611	1,136	4,661	5,797	1,173	4,826	5,999	1,246	4,981	6,227

Benefits Enrolled- Retirees Under 65

	FY 20-21			FY 21-22			FY 22-23			FY 23-24			FY 24-25		
	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total	Pres	Lobo Health	Total
Single	88	272	360	84	254	338	74	235	309	61	194	255	55	179	234
Double	24	74	98	21	54	75	17	48	65	13	44	57	10	39	49
Family	6	10	16	3	14	17	3	15	18	2	16	18	1	17	18
Employee + Chilc	9	6	15	8	14	22	5	5	10	4	5	9	4	6	10
Total	127	362	489	116	336	452	99	303	402	80	259	339	70	241	311

Benefits Enrolled – Retirees Over 65

	FY 20-21				FY 21-22				FY 22-23			
	Lovelace	Pres.	AARP	Total	Medicare Advant.	Pres.	AARP Medicare Supp.	Total	Medicare Advant.	Pres.	AARP Medicare Supp.	Total
Single	408	546	462	1,416	743	543	482	1,768	650	533	495	1,678
Double	162	252	266	680	268	245	291	804	280	237	302	819
Family	1	0	0	1	2	0	0	2	2	0	0	2
Total	571	798	728	2,097	1,013	788	773	2,574	932	770	797	2,499

	FY 23-24						FY 24-25					
Pres.	AARP Medicare Supp.	Aetna	BCBS	Humana	Total	Pres.	AARP Medicare Supp.	Aetna	BCBS	Humana	Total
525	515	138	389	127	1,694	524	541	135	392	139	1,731
229	318	61	153	58	819	210	336	60	148	62	816
0	0	0	1	1	2	0	0	0	1	1	2
754	833	199	543	186	2,515	734	877	195	541	202	2,549

Benefits – Flexible Spending Accounts (FSA)

	FY23-24	FY24-25
Dependent Care FSA	183	188
Health Care FSA	1,363	1,447
Total FSA Accounts	1,546	1635

Benefits – Average Age of Employees (Faculty and Regular Staff)

	FY 20-21		FY 21-22		FY 22-23		FY 23-24		FY 24-25	
	Total	Average Age	Total	Average Age	Total	Average Age	Total	Average Age	Total	Average Age
Faculty	2,366	50.32	2,389	49.98	2,349	50.2	2,430	50.21	2,470	50.12
Staff	4,918	45.07	4,889	44.76	4,977	44.51	5,398	43.96	5,575	43.88
All Employees	7,278	47.7	7,278	47.4	7,326	47.4	7,828	47.1	8,045	47

APPENDIX I: COMPENSATION

Employee Type	FY20-21	FY-21-22	FY22-23	FY23-24	FY24-25
Career Ladder (CRLDR)	10	23	22	24	17
Counter Offer (CTOFR)	7	9	9	7	6
In-Range Higher Level Duties (INRNG)	31	39	38	37	44
In-Range or Lower-Level Duties (INRGP)	11	5	1	4	2
Market Based PCLASS Adjustment (PCLAD)	142	306	45	63	38
Reclassification (RECLS)	197	273	255	218	225
Retention Offer (RTOFR)	79	125	134	54	53
Salary Placement Review	NA	NA	NA	83	359
Staff Only Internal Equity Adjustment (IEQTY)	185	691	551	367	603
Temp Salary In-Range Adjustment (TPSAL)	118	84	206	155	150

APPENDIX J: DEMOGRAPHICS

Total Staff by Gender

	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Female	3,162	3,230	3,373	3,502	3,625
Male	1,726	1,745	1,807	1,882	1,939
Not Reported	1	2	5	14	11
Total	**4,889**	**4,977**	**5,185**	**5,398**	**5,575**

Total Staff by Age Range

Age Range	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
<=30	666	739	842	937	913
31-41	1,223	1,237	1,298	1,339	1,487
41-50	1,207	1,197	1,231	1,251	1,290
41-60	1,182	1,184	1,153	1,155	1,170
61-70	577	579	616	1	650
>70	34	41	45	55	65
Total	**4,889**	**4,977**	**5,185**	**5,398**	**5,575**

Total Staff by Ethnicity

Ethnicity	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
American Indian	247	244	260	270	262
Asian	126	142	151	152	162
Black or African American	96	102	88	106	106
Hispanic	2,104	2,174	2,300	2,396	2,495
Native Hawaiian	8	4	6	8	9
U.S. Nonresident	66	69	81	113	125
Race/Ethnicity Unknown	105	104	104	111	1115
Two or More Races	96	105	104	111	123
White	2,041	2,033	2,091	2,131	2,178
Total	**4,889**	**5,185**	**5,185**	**5,398**	**5,575**

APPENDIX K: STAFF EMPLOYMENT

Turnover

TYPE	FY20-21		FY21-22		FY22-23		FY23-24		FY24-25	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent	Total	Percent
Voluntary										
Resigned	439	60.90%	681	72.80%	654	75.40%	529	67.10%	566	67.20%
Retired	174	24.10%	129	13.80%	89	10.30%	104	13.20%	109	12.90%
Involuntary										
Releasded*	38	5.30%	42	4.50%	42	4.80%	58	7.40%	74	8.80%
Relieved*	27	3.70%	50	5.30%	56	6.50%	71	9.00%	60	7.10%
Layoff	25	3.50%	10	1.10%	8	0.90%	11	1.40%	22	2.60%
Discharged	6	0.80%	4	0.40%	6	0.70%	6	0.80%	7	0.80%
Deceased	12	1.70%	13	1.40%	10	1.20%	9	1.10%	4	0.50%
Total	**721**		**929**		**929**		**788**		**842**	
Annaul Rate**		**14.70%**		**18.70%**		**16.70%**		**14.60%**		**15.20%**

*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 Appendix K Demographic tables.

Total Staff Hires

Type	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Competitive Hires	1,051	1,610	1,558	603	1,218
Alternate Appointment Hires	51	25	37	45	127
Total Regular Hires	**1,102**	**1,635**	**1,595**	**648**	**1,345**
On-Call Hires	46	207	104	104	247
Temporary Hires	19	35	16	16	21
Total of All Hires	**1,167**	**1,877**	**1,715**	**768**	**1,613**

UNMTemps Placements

Location	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Main/Branch Campuses	42	82	22	22	32
HSC	12	36	7	7	27
Total Regular Hires	**54**	**118**	**29**	**29**	**59**

INFORMATION TECHNOLOGIES

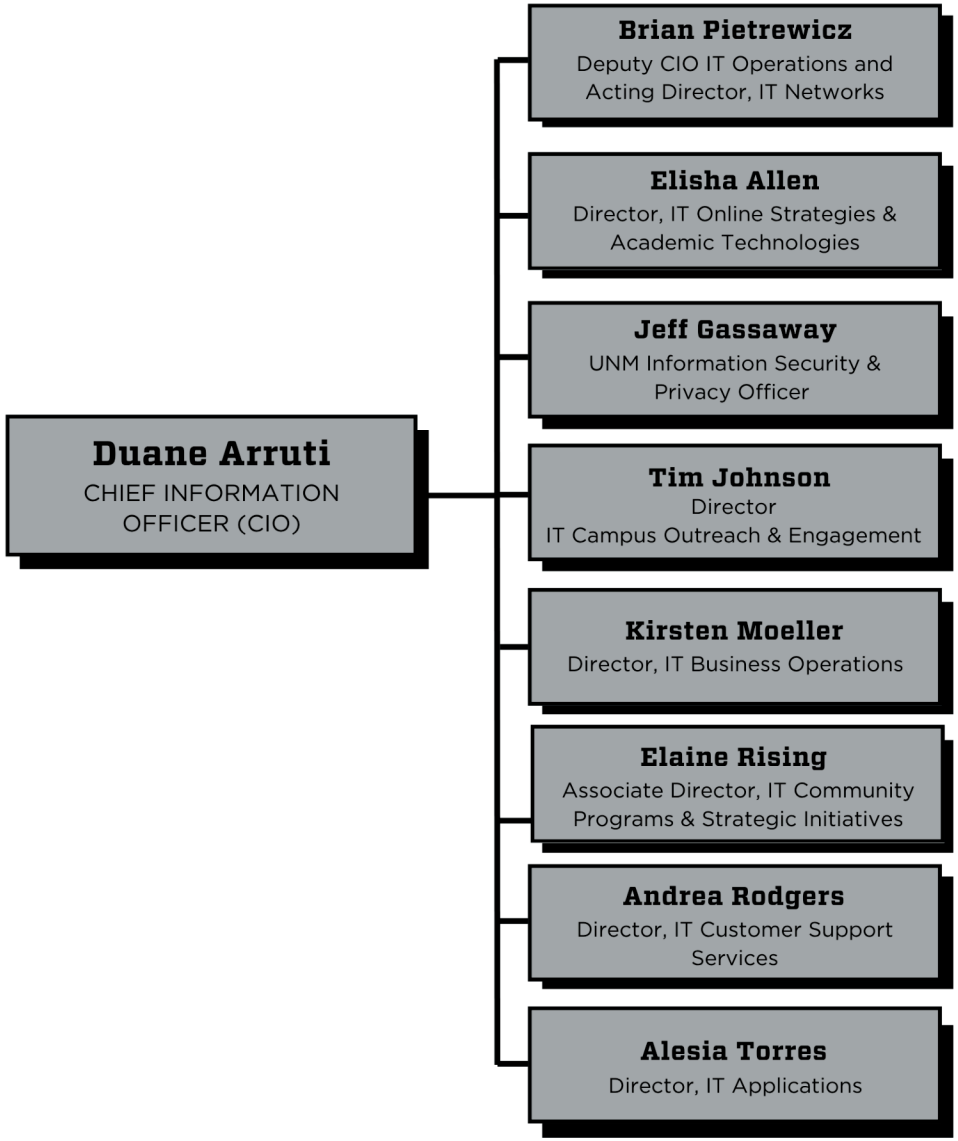
IT.UNM.EDU

CHIEF INFORMATION OFFICER

DUANE ARRUTI

FY25 ORGANIZATIONAL CHART

INFORMATION TECHNOLOGIES



MISSION AND VISION

Mission

UNM Information Technologies (IT) provides effective and efficient information technologies and services to advance UNM's educational, research, and service mission.

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.

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i. EXECUTIVE SUMMARY

UNM Information Technologies supports and empowers the University of New Mexico through strategic technology services, expert support, and continuous innovation. Our expanded partnerships and focus on modernizing our infrastructure enable us to deliver accessible, reliable, innovative, and effective IT solutions that support UNM's academic, research, and service missions.

With comprehensive expertise across critical domains, including Network Infrastructure, Data Center Operations, Enterprise Systems, Virtual Storage, Platforms, Endpoint Management, Academic Technologies, Enterprise Applications, Data and Analytics, Communications, Campus Alarms, Information Privacy, and Cyber Security, we deliver reliable and secure operations. Our impact is further strengthened by specialized teams in Business Operations, Customer Support, Project Management, Campus Engagement, and Strategic Coordination.

In FY 2024-2025, we prioritized modernizing our network and communications infrastructure, continuously strengthening our cybersecurity posture, aligning existing and implementing new services with the *One University* strategic goal, and establishing a foundation to accelerate the responsible adoption of Artificial Intelligence (AI).

Together, we continue to build a well-connected and future ready UNM.

- Budget Summary

  UNM IT's operating budget for FY 2024-2025 totaled $42.5 million. The primary sources of funding for UNM IT include sales and service revenue (29%), Instruction and General (I&G) (41%), and student tech fees (11%). 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 ($26.5M), annual software licensing fees ($9.1M), hardware maintenance, and cost of goods sold ($3.7M) 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, renewal costs, and new infrastructure. UNM IT was successful in working with executive leadership and New Mexico's Legislature to secure $400K in funding from the Legislature during the 2025 legislative session. These funds were used to address a range of critical renewal and refresh initiatives ranging from computer labs, classrooms, and alarms infrastructure.

ii. SIGNIFICANT ACCOMPLISHMENTS

- Collaborated on a successful statewide Consortium of Higher Education Computer/Communications Systems (CHECS) funding proposal on behalf of NM higher education institutions. The proposal resulted in $7.5 million in funding allocated for this effort during FY 2024-2025.
- Completed substantial foundational work for the effort to consolidate all UNM end-users to a single identity (logon account). A request for proposals (RFP) was issued for professional services relating to consolidation of accounts between UNM Health, UNM Health Sciences, and UNM. Planning and design have been completed by the RFP awardee for that phase. A separate contract for implementation is nearing finalization.
- Completed the plan for replacing the existing phone system, which will reach end-of-life in December 2026. Initiated implementation and completed a substantial portion of the core infrastructure.
- Completed a redesign of the aging network infrastructure to greatly improve performance and reliability. Significant portions of the new network infrastructure have already been implemented.
- Completed the design, contract, and initial implementation of a disaster recovery solution that will allow near-instantaneous recovery of systems and data.
- Implemented a new Configuration Management Database (CMDB) and IT Service Management (ITSM) tool with ServiceNow. This implementation introduced a robust and unified service catalog, streamlining access to key services for faculty, staff, and students. This ITSM features a modern and intuitive self-service portal, easily accessible knowledge of articles and service request forms, empowering users to resolve issues independently or quickly submit requests and report incidents. The introduction of a virtual agent chatbot, LoboNow, provides real-time support, enhancing user experience and reducing response times. This foundational tool enables continuous improvement of service management, driving greater efficiency and user satisfaction across the University.
- Signed a contract with Salesforce to implement the Education Cloud system for student engagement and retention across UNM (Student Hub). This created an interactive and dynamic web portal for scheduling, advising, and communication management between students and advisors. The advising component was successfully implemented and will be leveraged by advisors and

students in Fall 2025. MyUNM has been updated to provide access to Student Hub.

- Leveraged our enterprise TargetX Salesforce system for automating recruitment functions at Anderson School of Management, branch campuses, and the Graduate Office.
- Facilitated the implementation of RedShelf Manager 2.0 to streamline textbook adoption and delivery in support of the Course Materials Access project. This effort included extensive testing and resolution of data quality and platform issues with the vendor.
- Initiated the implementation of a modern, agile, and secure enterprise data platform (data warehouse) to serve as the single trusted source for institutional data. Completed three proof-of-concepts, a software evaluation, designs, data mapping, and initial data transfers and validations.
- Completed the majority of the implementation for UKG Timekeeping, UNM's new timekeeping system for all faculty, staff and students on the central, branches, and health sciences campuses.
- Completed a Request for Information (RFI) regarding a possible new Enterprise Resource Planning (ERP) system.
- Completed the annual Applications Contest which is fully sponsor-funded and hosted by UNM Office of the Chief Information Officer (CIO) and Central New Mexico Community College (CNM). This contest is an opportunity for undergraduate students from both institutions to develop and apply application design and presentation skills to plan useful applications for the community. Cash prizes were awarded to the top three finalists, and all finalists were given tickets to the New Mexico Technology Council's annual Women in Technology event. One team went on to enter and win a similar UNM Rainforest competition. One winner was offered and completed a six-month internship with a technology company in Albuquerque and will return to the contest as a judge.
- Completed the annual Tech Days conference, which is fully sponsor-funded and hosted by the UNM Office of the CIO. This event offers no-cost sessions, discussions, and hands-on demos of current and future technological innovations at the University. Tech Days attendees in 2025 numbered almost 600 (a significant increase over prior years) including approximately 30 faculty, 60 students, and 50 presenters.
- Achieved substantial savings of staff time and improved the consistency and reliability of data center services by automating

manual processes using AI and other tools.

- Improved UNM's security posture by reducing the surface area of attack by 86% across all UNM networks.
- Restructured the Institutional Support Services (ISS) IT team under a single IT Officer, thus simplifying reporting lines and combining the two separate teams into a single support unit.
- Restructured the Workstation Management team to implement the new endpoint lifecycle service for Central Campus. The Workstation Management team was then split into two distinct teams: the Workstation Operations team that will provide workstation support for the campus, and the newly formed Device Management and Standards team that will support the management tools. The restructuring of the support teams allows UNM IT to roll out this campus-wide service in FY 2025- 2026.
- Developed a new IT Officer position for the Office of Research and the Level 3 research centers. This addition sets the stage to align IT resources and support UNM IT standards, improve information security, and meet National Institute of Standards and Technology (NIST), along with other federal requirements for sponsored projects and federally funded research projects.
- Integrated UNM Valencia network into UNM IT management, aligning faculty, staff, and students with UNM's identity management and workstation standards.
- Updated classroom technology in 76 central campus classrooms, with work continuing through September 30, 2025. This project included updating rooms in College of Arts and Sciences (33), College of Fine Arts (12), Gallup campus (1 auditorium), College of Education and Human Sciences (12), Honors College (3), and Valencia campus (4). UNM IT also renovated the Lobo Lab on the first floor of the Student Union Building, equipping it with new collaborative furniture, computers, touchscreen displays, glass boards, and light boxes to create a makerspace for group study and individual projects.
- Revitalized UNM IT's student laptop checkout program and formalized it into a service managed by UNM IT Academic Technologies. Checkouts were moved from Dane Smith Hall, where they had been since the COVID-19 pandemic, to Woodward Hall. Processes for requesting and supporting laptops were also standardized. After a promotional campaign, the program completed over 200 checkouts during the Spring 2025 term, a 70% increase from the Fall 2024 term.

- Following the departure of two associate directors, reducing the number of management chains from three to two, IT completed a strategic restructuring of UNM IT Academic Technologies. This reduced “silo-ing” thus creating better alignment of support for academic applications and learning environments. Part of the restructuring included hiring one new associate director, one new manager, an administrative coordinator, and a project manager. The administrative coordinator and project manager serve in roles that span support across UNM IT Academic Tech, UNM Online, and the Institute of Design & Innovation.
- Streamlined Adobe and Microsoft licensing agreements to meet institutional needs while maintaining competitive pricing via careful contract review and negotiation. These efforts enhanced efficiency and aligned with UNM's long-term IT goals.
- Implemented foundational firewall policies to substantially improve UNM’s security posture.
- Conducted penetration testing of UNM’s enterprise IT systems.
- Partnered with university stakeholders, including the UNM Treasurer, Office of the Registrar, and Director of Financial Aid, to improve efficiency and timing of routine compliance and risk assessment processes, including:
    - Payment Card Industry (PCI) compliance assessments.
    - Family Educational Rights and Privacy Act (FERPA) and Gramm-Leach-Bliley Act (GLBA) financial aid risk assessments.
    - Health Insurance Portability and Accountability Act (HIPAA) and related compliance and risk assessments.
- Enhanced employee workspaces and supported collaboration by largely completing the IT Building (#153) restroom renovations, along with additional infrastructure improvements, including painting and flooring. The few remaining updates are expected to be completed Fall 2025.

iii. FUTURE PLANS

- Leverage one million dollars of one-time funds designated by UNM President Stokes to support development of agentic artificial intelligence (AI) and Large Language Models (LLM) service access for UNM students, faculty, and staff. We are working on hiring specialized positions to support this initiative and delivering this third phase of AI enablement services for UNM.

- Complete the implementation of the UKG timekeeping system by onboarding all current Kronos Lobotime users as well as UNM departments who were not previously on Kronos Lobotime, and integrating Banner with the UKG workforce management system.
- Complete the consolidation of all UNM end-users into a single identity (logon account) by migrating UNM's on-premises active directory to a Microsoft cloud-based identity management solution. Departments will be migrated after business practices and security policies are in place.
- Replace UNM Research's current administrative system with Huron's Research Suite. Modules for replacement include Effort Certification, Grants & Agreements, Conflict of Interest, and others. Implementation for each module includes onboarding, system configurations, integrations with Banner and Single Sign-on. Deliverables include historical data management and the coordination of data and information for UNM Health Sciences Center (HSC) and Central Campus as well as the creation of support management processes and system governance.
- Evaluate the current funding of IT at UNM and continue to explore simplified alternatives for distribution of funding to IT.
- In collaboration with UNM Compensation, evaluate IT position classifications, conduct market rate analysis, and make recommendations for retention offers utilizing Human Resources' Salary Placement and Equity Tool (SPET).
- Update and modernize UNM information security policy (UAP 2550).
- Finalize UNM account security standard.
- Finalize approach for updating and/or addressing emerging security requirements for highly regulated research, including:
    - CHIPS and Science Act
    - National Security Presidential Memorandum (NSPM) 33
    - National Institute of Standards and Technology (NIST) Special Publication (SP) 800-171 and Cybersecurity Maturity Model Certification (CMMC).
    - Veterans' data
    - Genomic data
- Complete the annual risk assessments for central campus entities that have HIPAA or similar confidential data, and the central campus entities that have FERPA and GLBA data.

- Complete most of the remaining elements of the phone system replacement including: the remaining core infrastructure, the phones, the emergency 911 system, and the call center module.
- Complete the implementation of the new network infrastructure across campus.
- Restructure computing platforms to drive automation using AI wherever possible.
- Complete the implementation of the new disaster recovery solution.
- Develop and implement a robust major incident management process in the ServiceNow ITSM that includes a "tiger team" process, end-user communications, root cause analysis, and prevention steps to improve coordination, awareness, and resolution times for major incidents.
- Continue through the phased roadmap for the implementation of the CRM Education Cloud system, with an immediate focus on meeting the needs of the UNM College of Nursing and the College of Pharmacy. This roadmap features a web portal that offers students a clear, interactive guide outlining the steps they need to take each semester to successfully register, schedule classes, find events, and navigate campus processes, enhancing the overall student experience. Also included are training and enhancements related to recruiting, advising, early alert notifications and dashboards, as well as a migration of Student Affairs for service check-ins, among other initiatives.
- Continue the implementation of the unified enterprise data warehouse including tools to allow users to identify, read, and report on the data.
- Create a proposal for a unified strategy for administrative, academic, and research systems. Build a visual display of all systems and their capabilities to reveal any duplication of purpose and demonstrate the potential for consolidation and/or integration.
- Complete an Enterprise Resource Planning (ERP) System Readiness Assessment to determine the current state of UNM Campus and UNM Health Sciences' readiness for a possible new ERP system including an evaluation of return on investment, recommendation, and budget comparison of alternatives.
- Implement the new workstation support model for Central Campus. The newly formed Workstation Operations team, along

with the Device Management and Standards team, will provide support to all UNM campus departments. Support will include cloud-based ID management and policy creation, tier 1 support by incorporating the Shared Distributed Student Support team into the Workstation Operations team, and developing a matrixed reporting structure within Campus Outreach & Engagement.

- Promote the Campus Outreach & Engagement model and work with the College of University Libraries & Learning Sciences (CULLS), the School of Architecture and Planning, as well as UNM Los Alamos and UNM Taos, and others, to expand the use of UNM IT standards and enterprise support models, where appropriate, and create a consistent user experience and improved security posture.
- Implement a new instance of Canvas for delivery of learning and training content that is not embedded in courses defined in the Banner system to support Digital Badging. Users can sign up for learning modules that are of interest to them, and instructors can create pathways and award digital badges for successful completion of learning activities. These badges can be awarded to students, faculty, and staff.
- Upgrade the integration between Banner and Canvas. The new integration will mean some changes to existing processes, including a new configuration that will create an unpublished course shell of every Banner section in Banner. Instructors will no longer have to web enhance their courses in Loboweb.
- Complete the annual Applications Contest for undergraduate students of UNM and CNM.
- Complete the annual Tech Days conference with the new addition of an interactive Esports program.
- Finalize a significant update to UNM's Learning Environment Guidelines, including removal of ~120 pages of outdated content and a stronger focus on student success factors in the design of UNM Learning Environments.
- Update the software store and the documentation to support some new licensing requirements included in the renewal of our Adobe Creative Cloud contract, and a new product offering for Adobe's AI Assistant for Acrobat.
- Complete the updates to classroom technology, with one-time funding from UNM and capital outlay funds, in at total of 47 classrooms: 34 in Mitchell Hall, 11 in Ortega Hall, and 2 in George Pearl Hall as well as the computers in the Communications and

Journalism computer lab. With funding from UNM President Stokes, complete the renovation of the Engineering and Science Computer Pod and launch a new do-it-yourself video production studio in Woodward Hall as part of the Makerspace project.

- Replace lecterns with motorized, ADA compliant furniture in classrooms across main campus. Implement other technological enhancements to increase accessibility in classrooms.

iv. APPENDIX

Customer Service Metrics:

- Total calls: 33,987
- Walk-in: 99
- Self Service: 10,569
- Password Change: 6,002
- First Call Resolution Minus Infrastructure: 65%

INSTITUTIONAL SUPPORT SERVICES

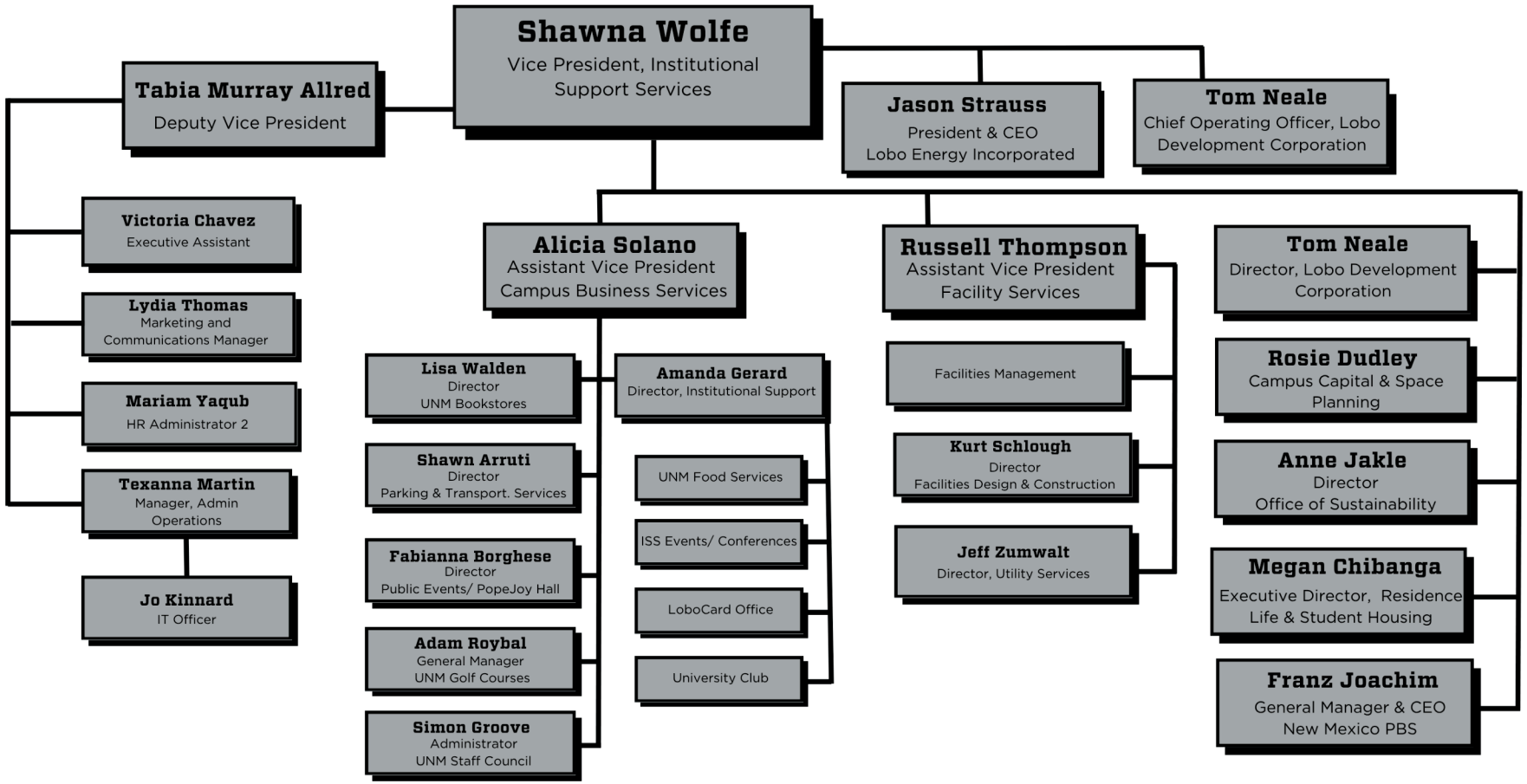
ISS.UNM.EDU

VICE PRESIDENT

SHAWNA WOLFE

FY25 ORGANIZATIONAL CHART

VP OFFICE FOR INSTITUTIONAL SUPPORT SERVICES



MISSION AND VISION

Mission

Institutional Support Services is dedicated to stewarding UNM's facilities, land, and services to create a beautiful, functional, sustainable, and culturally rich campus. Our commitment supports student success and enhances the well-being of the university community, ensuring an environment where both students and the broader community can thrive.

Vision

Shape a thriving, future-ready UNM by transforming facilities, services, and partnerships into models of excellence, sustainability, and collaboration.

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i. EXECUTIVE SUMMARY

Institutional Support Services (ISS) is a key administrative division at the University of New Mexico, responsible for shaping a campus environment that is beautiful, functional, sustainable, and culturally rich. Through a diverse portfolio of services and operations, ISS supports student success and strengthens the university community by applying industry best practices, innovative technologies, and a commitment to service excellence. Its work spans a broad range of operations designed to meet the academic, cultural, and operational needs of the campus. At its core, ISS is solution-focused, service-oriented, and initiative-driven. We are committed to delivering exceptional customer service and fostering strong campus partnerships that enhance the physical environment, create memorable experiences, and provide essential services to keep the University experience seamless, engaging, and impactful. While significant progress has been made in advancing these priorities, we recognize that there is still work to do and remain focused on continuous improvement to meet the evolving needs of the UNM community.

- Academic & Student Support: Provides affordable and experiential student housing through Residence Life & Student Housing (RLSH) and ensures that course materials are accurate and accessible through UNM Bookstores.
- Sustainability & Long-Range Planning: Champions environmental responsibility by advancing renewable energy, waste reduction, and sustainable building practices, while embedding long-term resiliency, adaptability, and stewardship into every project led by the Office of Sustainability. Guides the University's future through integrated campus planning, space management, and capital strategy led by Campus Capital & Space Planning (CCSP). Oversee the Asset Management Program committees to ensure land, facilities, and resources are used wisely, equitably, and strategically.
- Campus Operations & Infrastructure: Maintains and improves every aspect of the built environment through Facility Services (FS). It also manages capital projects funded by the University and promotes utility innovation and energy conservation, along with Lobo Energy Inc.
- Transportation & Access: Provides a shuttle system and parking management through Parking & Transportation Services (PATS). It also issues LoboCards to ensure secure access to campus services and facilities.
- Cultural & Community Engagement: Hosts world-class performances at Popejoy Hall. It also manages ticket sales for venues across Albuquerque through UNM Ticketing Services and broadcasts

educational and cultural programming to nearly 700,000 households each week through New Mexico PBS (NMPBS).

- Recreation & Hospitality: Hosts tournaments and community events at the UNM Championship and North Golf Courses. It also manages on-campus dining through UNM Food and provides a welcoming atmosphere for gatherings at the University Club.
- Real Estate & Development: Facilitates innovative real estate development through the Real Estate Department and Lobo Development Corporation. It also leases university spaces to external partners and secures off-campus space for university departments.
- Campus Event Support: Event support that provides resources such as tables, chairs, tents, and stages through FS Events. It also offers food and catering services through UNM Dining & Hospitality.

FY25 was a year of significant progress for ISS. Strategic partnerships, campus-wide collaboration, operational improvements, and stronger communication positioned the division for continued growth and opportunity in FY26.

- Partnership & Relationship Building: In FY25, ISS strengthened key partnerships across UNM and beyond, aligning resources and initiatives to deliver measurable outcomes that advance the University's mission. Examples include:
    - A collaboration with Athletics that enhanced food services and supported initiatives at the Championship Golf Course, which earned national recognition—boosting visibility and engagement for UNM.
    - The Health Sciences Center (HSC) partnership deepened through joint efforts with the School of Medicine's expansion and enabling projects. This included campus planning and operational support with solutions that improved space utilization and reduced long-term facility costs.
    - The launch of the Planned Maintenance Notices initiative was a collaborative effort involving University partners both in and outside of ISS. Together, the team has significantly improved communication and coordination of construction and maintenance projects across campus.
    - ISS worked closely with Academic Affairs to launch the pilot of the UNM Course Materials Access Program, expanding affordability and ensuring that all Albuquerque Campus undergraduate students had access to required course materials on the first day of class.

    - Beyond campus, ISS has been instrumental in enhancing UNM's collaborations with the City of Albuquerque. This included supporting the Route 66 Partnership, which advances joint development projects that promote community and economic growth while aligning campus expansion with the city's priorities.

- ISS and University-Wide Collaboration
    - ISS delivers multiple services across the institution, including comprehensive real estate services. These include strategic real property transactions, lease administration, and portfolio management across the UNM system— encompassing the UNM Health system, branch campuses, and academic, research, and administrative units— to align space solutions with programmatic needs.
    - ISS played a central role in initiatives that shaped the future of UNM's physical and cultural landscape. The University celebrated the adoption of the Integrated Campus Plan (ICP) and the formal adoption of Design Guidelines, setting a unified vision for campus development and aesthetics.
    - The national arboretum accreditation, the Tree Campus for Higher Education Designation from the Arbor Day Foundation, and the campus-wide landscape improvements, demonstrated ISS's commitment to sustainability and environmental stewardship.
    - Collaborative food initiatives enhanced student dining options and supported wellness.
    - ISS has worked to improve the move-in experience for students and their families with cooperative planning, increased communication, and operational efficiencies.
    - LoboCard also expanded its production capacity, creating a smoother start for students arriving on campus.
- Process, Practice, & Team Evolution
    - FY25 marked a year of transformation in ISS operations, with a focus on modernizing processes and strengthening team capacity. The capital transformation process began with key enhancements that laid the groundwork for more efficient planning and delivery.
    - New practices were implemented for financial and HR processes, including Profit & Loss (P&L) statements, approval matrices, and multi-year planning tools, which improved clarity

and accountability. The ISS Data Team played a key role in integrating systems, automating data extraction, and developing tools to support capital and space planning.

- Strategic reorganizations across multiple ISS units optimized staffing, strengthened collaboration, and positioned ISS to better meet institutional needs. An example is the Facilities Management Strategic Assessment effort, which provided a roadmap to improve operations, service levels, and organizational culture in preparation for new customers and service level approaches, as well as new leadership.

FY25's achievements and FY26's ambitious goals reflect ISS's commitment to operational excellence, sustainability, and strategic growth. By strengthening partnerships, improving communication, renewing processes, and aligning resources with institutional priorities, ISS is building a resilient, future-ready infrastructure that will enable UNM to thrive for years to come.

Budget Summary: The all-inclusive Institutional Support Services (ISS) operational budget for FY25 was $148.6 million, with revenues drawn from a diverse set of sources. The largest share came from sales and services at $53.0 million, followed by Instruction & General (I&G) allocations of $45.4 million, internal charges and other revenues totaling $34.8 million, and gifts and other revenues of $7.0 million. Additional funding was generated through UNM Hospital ($5.8 million), state appropriations ($1.3 million), and student fees ($301,736).

Total operational expenditure was $127.6 million, with personnel costs accounting for $51.7 million (41% of total spending), including $35.0 million for staff salaries and $15.1 million in payroll benefits. Non-salary operating expenses totaled $75.9 million, with the largest allocations going to utilities ($31.7 million), cost of goods sold ($17.6 million), capital and plant maintenance ($8.2 million), and contracted services ($8.3 million).

At year-end, ISS reported a positive operational balance of $11.4 million, with ending reserves of $17.9 million.

- Budget Structure: Central Campus vs. Health Sciences
    - The ISS operating budget is divided between:
        - Central Campus I&G: The I&G portion of the budget that ISS directly controls, manages, and reports on.
        - Health Sciences I&G: The I&G portion that ISS manages operationally on behalf of HSC but does not control or report in the same way as the Central Campus portion.

- Central Campus Budget Summary

  The operational budget for FY25 was $139.1 million, a 5–6% increase over FY24. Key revenue sources included:

  - Sales & Services: $53.0 million (+6%)
  - I&G Allocations: $36.8 million (+5%)
  - Internal Charges/Other Revenues: $34.8 million
  - Gifts/Other Revenues: $7.0 million
  - University Hospital Revenue: $5.8 million
  - State Appropriations (NMPBS): $1.3 million
  - Student Fees: $301,736

  Expenditures matched those of the overall ISS budget ($127.6 million), resulting in a positive balance of $11.4 million. However, several units ended the fiscal year with operational deficits, highlighting financial pressure points:

  - Facilities Services: Automotive (-$168.7K), Custodial (–$518.5K incl. reserves), Area Four (-$68.2K), Lock Shop (-$138.1K), Enhanced Network Access Controls (ENAC) (-$80.5K), Elevator Maintenance (-$31.9K), Area One —Athletics (-$9.1K)
  - Business Services: Bookstore (-$273.5K), Parking & Transportation Services (-$316.3K), Golf Course (-$69.2K), ISS Events (-$13.2K)
  - Direct Reports: Real Estate (-$28.9K)

  These results underscore the need for cost-control measures, strategic investment, and long-term financial planning to ensure sustainability for these units.

- Health Sciences Facilities Support
  - The operational budget supports Facility Services (FS) for the Health Sciences Center (HSC), covering custodial, maintenance, lock shop, landscaping, utilities, recycling, and administrative support.

Revenues were largely supported by an I&G allocation of $8.62 million, supplemented by $64,367 from University Hospital a small reserve balance. Expenditures included $2.8 million in compensation (salaries and benefits) and a mix of operational costs such as custodial supplies, contract services, and maintenance tools. FY25 closed with:

- Total Revenues: $9,571,543
- Total Expenditures: $9,568,611

- Year-End Balance: $2,932 (essentially break-even, 99.97% expenses-to-revenue ratio)

ii. SIGNIFICANT ACCOMPLISHMENTS

FY25 was a year of progress and innovation for ISS, defined by achievements that strengthened UNM's physical campus, improved operations through data and technology innovations, and enhanced the experiences of students, faculty, staff, and the broader community. Strategic investments in campus infrastructure advanced safety, accessibility, and sustainability while laying the groundwork for future growth.

Data integration, system automation, and the expansion of decision-support tools improved efficiency, transparency, and responsiveness across multiple units. At the same time, ISS invested in people and service excellence—supporting staff development, expanding partnerships, and enhancing programming that fosters engagement and belonging.

Together, these accomplishments highlight ISS's commitment to operational excellence, collaborative problem-solving, and building a resilient, student-centered campus environment.

- Campus Enhancements: Operations and Infrastructure
    - In FY25, ISS continued to work on strategic investments that improved the physical environment, enhanced user experiences, and strengthened long-term planning efforts.
    - The Office of Sustainability hosted a wide range of events and activities, including celebrations of UNM's designation as a Tree Campus for Higher Education, the Sustainability Expo, Campus Clean-Up Days, Strategic Plan Town Halls, and the inaugural Bike to UNM Day. These events reflected ISS's strong commitment to environmental stewardship and campus engagement.
    - A major advancement in campus communication came with the launch of the Planned Maintenance Notices initiative, which addressed a longstanding gap in campus-wide communication about construction and maintenance impacts. This initiative created a dedicated webpage, integrated updates into UNM's interactive campus map, and developed a structured direct email notification system. Since September 2024, the system has generated more than 16,000 sends to 435 contacts, achieving an impressive 45.5% open rate and significantly improving transparency, accessibility, and stakeholder engagement.

- ISS increased internal and external coordination for major construction and infrastructure projects to minimize disruption. Efforts included parking management during construction for the Center for Collaborative Arts & Technology, the new UNM Police Department Headquarters, the Children's Psychiatric Center, the Domenici III expansion project, and the Humanities Building demolition. Utility infrastructure advanced as well, with a new hospital steam condensate treatment system introduced into the campus network to recapture both water and heat-boosting efficiency and sustainability.
- Campus accessibility progressed this year through a Staff Council-supported Capital Outlay request for ADA compliance improvements across campus, a significant step toward creating a more inclusive, equitable, and safe environment for all students, staff, faculty, and visitors.
- Operational improvements were also gained through the collaboration between Residence Life & Student Housing (RLSH) and Dining & Hospitality, improving the delivery experience for camps and conferences, streamlining reservations, scheduling, contracting, and billing for greater efficiency and better user experience. The LoboCard Office added a third print station, significantly speeding up card production and enhancing the move-in and orientation process for new students.
- Strategic initiatives advanced across the division, including the UNM Bookstore securing approval of a two-year pilot for the cascading Equitable Access program (branded as Course Materials Access Program), ensuring that all Albuquerque Campus undergraduate students had access to their required course materials by the first day of classes, at a flat rate each semester. UNM also finalized and formally adopted its new Integrated Campus Plan in August 2025. This initiative was led by Campus Capital & Space Planning (CCSP) and replaced the 2011 Master Plan and providing a thorough, future-focused vision for campus growth and development.
- ISS placed a strong focus on safety, security, and accessibility. The acquisition and demolition of the Motel 6 property on Avenida Cesar Chavez reduced safety concerns in the surrounding area and supported UNM's strategy to create a more secure, cohesive gateway to the South Campus. At Popejoy Hall, a complete lobby renovation modernized the space with new flooring, improved lighting, and updated wayfinding, while also increasing safety and accessibility

through better visibility and the addition of a family restroom—creating a more welcoming and secure environment for patrons.

- Data and Technology Improvements

  In FY25, ISS continued our commitment to data-driven decision-making, digital transformation, and technology-enabled operational excellence, some of which were identified as key university initiatives recommended in the university's Integrated Campus Plan.

  The year began with the achievement of a Sustainability Tracking, Assessment & Rating System (STARS) Silver designation from the Association for the Advancement of Sustainability in Higher Education (AASHE), providing a baseline dataset for sustainability strategic planning and laying the foundation for data-informed environmental initiatives. This effort was supported by a robust sustainability strategic planning process, including interviews, focus groups, public town halls, and a campus-wide survey that captured the voices of students, staff, and faculty.

  ISS advanced data transparency and accessibility with the newly formed Data Team by developing a suite of dashboards, web applications, and reporting tools. These resources transform complex data into clear, actionable visuals, allowing leadership, staff, and stakeholders to monitor budgets, assess facility conditions, track project progress, and optimize space utilization in real-time. By making this information readily available, ISS is fostering trust, improving cross-department collaboration, and enabling more strategic, data-driven decisions across the University.

  The ISS Data Team now supports and delivers tools that address real operational challenges and improve efficiency:

  - Geographic Information System (GIS) and Asset Management Tools: Systems such as the AMP Viewer, Utilities GIS, and Parcel Ownership Viewer provide interactive maps for parcels, utilities, leases, ADA issues, and grounds infrastructure, empowering staff to find and update data instantly from any device.
  - Facilities and Space Dashboards: Tools like the Integrated Facility Assessment Dashboard and the Space Dashboard consolidate data from multiple systems, allowing planners to quickly query and visualize space, occupancy, and maintenance needs, saving countless staff hours.
  - Project and Activity Tracking: The Active UNM Projects Dashboard and Special Activities Dashboard give managers real-time insights into work orders, capital projects, and

resource needs, which improves scheduling, budgeting, and workload planning.

- Environmental Health & Safety Tools: The Asbestos Dashboard replaced outdated spreadsheets with a searchable, self-service platform, freeing up Environmental Health and Safety (EHS) staff time and reducing delays.

These initiatives have streamlined data collection, improved reporting accuracy, and reduced the manual effort required to consolidate information across departments. By collaborating with stakeholders to design tools around their needs, the ISS Data Team has created a foundation for continuous improvement and a more efficient, transparent operational environment.

ISS departments implemented a range of technology upgrades to enhance service delivery and efficiency. Parking and Transportation Services launched license plate recognition (LPR) technology and expanded digital permits and the ParkMobile App, improving campus access and enforcement efficiency. Additionally, the rollout of PassioGo and Automatic Passenger Counting systems enhanced shuttle ridership tracking and service planning.

Financial and operational systems also saw major improvements. RLSH and the Real Estate Department successfully split Lobo Rainforest financials for the first time based on proportional occupancy, improving cost transparency. Bookstores implemented RedShelf Manager with Canvas LMS (Learning Management System), supporting new course material metrics and preparing the platform for the cascading Equitable Access program. The new software system replaced multiple legacy systems, consolidating inventory management, financials, point-of-sale, and e-commerce operations.

Capital planning and project management tools were strengthened through the streamlining of the Project Intake process, early cost transparency initiatives, and the near completion of the Project Scheduling feature in Unifier, which will allow real-time baseline and adjustment tracking for capital projects.

- Team & Service Impacts

FY25 was a year of meaningful investment in people, partnerships, and service delivery, strengthening UNM's ability to support students, staff, and the broader community.

The Facilities Management (FM) Strategic Assessment provided a full evaluation of operations, organizational structure, resource allocation, finances, service levels, and staffing. Through the Assessment, several

ISS Directors contributed time and expertise to assist and supervise FM Units. These included:

- Shawn Arruti, Director Parking & Transportation Services (PATS); supervised FM Automotive Services.
- Amanda Gerard, Director of Dining & Hospitality; supervised FM Special Activities & Sign Shop.
- Anne Jakle, Director Office of Sustainability; supervised FM Recycling.
- Jeff Zumwalt, Director of Utility Services; supervised FM Engineering & Energy Services.
- Tabia Murray Allred, Executive Director; supervised FM Finance.
- Lydia Thomas, ISS Marketing & Communications Manager; supervised FM Communication.

This assessment produced actionable recommendations to improve operational efficiency, strengthen financial sustainability, and create a more positive and productive work environment. One significant outcome was the full implementation of the Salary Placement and Equity Tool (SPET) for Facilities Management employees. FM had previously received an exception to the campus-wide SPET rollout in 2023 due to budget constraints. The delay in implementation disproportionately affected the lowest-paid staff members, making SPET a top priority for ISS in FY25 to ensure equitable compensation and support for the FM workforce.

In FY25, ISS and HR terminated the HR shared services agreement, and ISS established its own dedicated HR resources to better support units across the division. During FY25, ISS added a Strategic Support Manager (HR Manager) and an HR Administrator III, and reassigned an Administrative Officer to support FM HR needs, creating an internal HR team focused on delivering consistent, policy-driven, and best-practice-aligned support. This transition will enhance the division's ability to ensure compliance, improve processes, and provide responsive, tailored HR services to ISS departments.

Across campus, ISS units took major steps to expand and improve service delivery. The Residential Experience unit created and filled several new positions focused on student success and operational efficiency. Dining operations transitioned to Aramark Collegiate Hospitality, improving food services for students and staff. Parking and Transportation Services successfully transitioned IT staff to the University's IT Shared Services model, enhancing collaboration, standardization, and access to campus-wide resources.

A key operational improvement came through the restructuring of ISS IT services. Following the departure of two IT Officers, ISS leadership partnered with UNM IT to consolidate the two support teams into a single organization under one IT Officer. This restructuring simplified the reporting structure, ensured that all ISS departments are aligned with university IT standards, and laid the groundwork for a more cohesive and consistent computing user experience across ISS.

Significant progress was also made in establishing shared standards and collaborative practices. The University formally adopted its first detailed Design Guidelines, developed through close collaboration with the Board of Regents' Architectural Review Committee, external architects, historians, and planners. This milestone provides a consistent framework for future development projects and campus aesthetics. These guidelines are already guiding campus development and serve as a tool for the Campus Design Review Committee. In addition, CCSP leads and assists several other committees that provide consistent, quality campus environments, including the Environmental Design & Signage Committee, Facilities Access Committee, and Historic Preservation Committee.

The Real Estate Department advanced key strategic property initiatives, including the financially advantageous acquisition of the Maui High Performance Computing Center (MHPCC) and the purchase of Newport I, II, and III, reducing financial leverage from leased space and securing UNM's long-term management of operating expenses.

Campus culture and community engagement also flourished. Popejoy Hall welcomed more than 196,000 patrons for 138 events and reached over 800 classrooms through livestreamed performances. It also launched two impactful outreach programs—Broadway Bridges Albuquerque and Broadway for Veterans—broadening access to performing arts experiences. Popejoy Hall is the only performing arts center in New Mexico that brings Broadway to the state.

Staff Council made important contributions to employee well-being and engagement. In August 2025, resolutions addressing bereavement leave as well as mental and emotional wellbeing were signed into policy, expanding definitions and access for staff in times of need. Staff Council also hosted quarterly "Let's Do Lunch" events, which included an Albuquerque Public Schools (APS) school supplies drive, programming to address food insecurity among staff, planning for immigration changes, and discussions on New Mexico's leadership in clean vehicles and climate pollution reduction. These events provided meaningful opportunities for staff engagement, education, and community support.

Recreational and athletic offerings saw notable successes, with the Championship Golf Course earning recognition as the No. 2 public course in New Mexico by *Golfweek* magazine and a top-10 ranking from *Golf Digest.* The North Golf Course was named Small Club of the Year by the Sun Country Amateur Golf Association. Both courses contributed to Athletics by hosting cross-country practices and competitions, while UNM tuition remission benefits saw expanded use at the Championship Golf Course.

Additionally, campus landscaping was enhanced to support care for over 5,000 trees on Central Campus, reaffirming UNM's Tree Campus USA designation. The hiring of a third-party certified construction cost estimator brought in-house teams real-time market pricing data, reducing delays, and improving project planning accuracy.

These initiatives underscore ISS' efforts to improve operations, enhance campus functionality, improve efficiency and transparency, and our deep commitment to strengthening UNM's teams. All these efforts lead to enhancing the student and community campus experience, and the delivery of services to support the University's mission of education, research, and engagement.

iii. FUTURE PLANS

In FY26, Institutional Support Services (ISS) is focused on building a stronger, more connected, and future-ready UNM by enhancing services, expanding engagement opportunities, and leveraging technology-driven improvements. Key priorities include implementing the UNM Sustainability Strategic Plan, finalizing the Strategic Land Use Plan, and developing a comprehensive Five-Year Capital Investment Plan to guide campus growth and resource allocation. ISS will also strengthen sustainability and resource management through space utilization optimization, a redesigned Facility Services financial model for greater transparency, enhanced software tracking, and succession planning to ensure future workforce stability.

ISS has identified three key priority categories for future goals, which support UNM 2040. Enhancements to service and experience focus on improvements of the student experience and operational efficiency. Strategic and long-term planning is focused on developing a strong foundation for internal processes to improve the client experience and establish strategies to govern the future development of campus. Sustainability and resource management will focus on the sustainable use of university resources.

- Service & Experience Enhancements

Across operations, a focus on data and performance measurement will guide service delivery. Housing facilities will develop key performance indicators (KPIs) to improve work order response times, while Facility Services will establish service level standards across teams to provide transparency of current funding allocations with service levels for staff and customers. This effort will also identify potential funding or resource gaps for internal campus discussion.

Service improvements will extend to conference and event operations, with a goal to grow event sales and revenue beyond the first year's results. LoboCard Office will roll out new badging software with digital ID functionality, deploy a remote carding/print station to support move-in and orientation events outside the Student Union Building (SUB), and take key steps toward offering a fully mobile credential for the UNM community.

Parking and Transportation Services will continue improving services by advancing a suite of technology-driven initiatives to modernize campus parking and transportation with support from CCSP. These efforts aim to improve convenience, sustainability, and efficiency, aligning with UNM's strategic commitment to innovation and a connected campus ecosystem.

Improvements to campus dining areas will be key to enhancing the overall campus experience. Plans include renovating dining facilities with updated seating and revitalized spaces, adding more diverse and healthy menu options, offering ongoing staff training to boost customer service, and launching targeted initiatives to combat student food insecurity.

Beyond service operations, FY26 will deliver experiences that connect the University to the broader community. Popejoy Hall will expand its Broadway for Teens program, reserving an entire performance to serve nearly 1,900 high school students from across New Mexico and securing sponsorship to sustain program growth.

The Championship Golf Course assessment will be completed in FY26, providing data and recommendations to guide the long-term sustainability and competitiveness of this valuable university asset.

Additionally, Staff Council will launch two key initiatives to strengthen employee engagement and campus culture. The first is the Manager's Summit event, scheduled for October 2025, will accompany the Outstanding Supervisor Awards and promote best practices and communication among supervisors and managers across campus departments. Staff Council will also develop a new councilor orientation program with hybrid and asynchronous components to

improve onboarding, increase engagement with council activities, and strengthen staff representation across UNM campuses.

Building on the momentum of FY25, the first year of the Course Materials Access Program pilot will focus on student feedback and incorporate updates to the VitalSource user interface to ensure a seamless and equitable experience for Albuquerque undergraduate students.

- Strategic and Long-Term Planning

  FY26 will be a pivotal year for laying the groundwork for UNM's future, with a strong focus on sustainability, strategic land use, financial stewardship, and the continued development of planning and project management tools.

  The University will finalize and begin implementing the UNM Sustainability Strategic Plan, establishing a systematic framework for campus-wide sustainability initiatives and establish the Sustainability Council to advise and track progress of UNM's sustainability actions. In parallel, efforts will culminate in the finalization of the Strategic Land Use Plan, which will guide development decisions across campus. This plan will be rolled out through a series of committee meetings designed to streamline site selection, apply highest-and-best-use analyses, and identify enabling projects needed to make parcels "user-ready." The process will incorporate recommendations from executive leadership and stakeholders to ensure alignment with the Integrated Campus Plan (ICP) and institutional priorities.

  Campus Capital & Space Planning (CCSP) will play a central role in FY26 by leading the University's capital planning efforts in close collaboration with the Capital Investment Planning Committee and Facility Services. This initiative will focus on an inclusive Five-Year Capital Investment Plan that integrates programmatic requests with building renewal and replacement, safety requirements, ADA compliance, and infrastructure needs. The process will strategically align and prioritize capital investments to advance UNM's mission, improve the condition of campus assets, and support long-term institutional goals.

  Strategic planning will also extend to transportation and mobility. Parking and Transportation Services (PATS) will continue implementing overarching strategies that align operations with institutional goals, ensure equitable and transparent asset management, and strengthen the department's long-term fiscal health. Key priorities include reducing reliance on annual permit rate increases by seeking alternative funding sources and implementing cost-saving measures that promote efficiency and resilience.

Housing and student services are also a focus of long-range planning. RLSH will strategically evaluate and invest in campus housing facilities, redeveloping its investment plan to meet both current needs and future demand. This process will involve exploring opportunities to expand or repurpose existing spaces while using a collaborative, data-informed approach to guide decisions.

Capital project management will undergo major process improvements to support more informed and efficient decision-making, including an integrated approach assisting project managers to provide consistent experiences for clients, progressive cost estimating through the life of capital projects, architectural design, and construction approvals. Multiple ISS units are collaborating to map the entire capital project life cycle, from request to closeout, to identify bottlenecks and streamline workflows. Additionally, the ISS Data Team will develop and deploy a Business Request and Review (BRR) project and financial tracking dashboard—a consolidated platform for monitoring project requests, budgets, and progress in real time. Future enhancements will integrate datasets across platforms into a single unified view with sortable project lists, schedules, and spending estimates by phase. These upgrades will provide leadership with powerful decision-support tools to allocate resources strategically, evaluate timelines, and manage overlapping initiatives across the university portfolio.

- Sustainability & Resource Management

  In FY26, ISS will advance an all-encompassing approach to sustainability and resource stewardship, ensuring that space, financial, and human resources are strategically aligned with institutional priorities and long-term needs.

  A central focus will be the development and implementation of a university-wide space optimization strategy that promotes the sustainable and efficient use of campus facility resources. In collaboration with university leadership, deans, department heads, and facilities and planning teams, this initiative will introduce tools and processes that enhance space utilization, reduce waste, and extend the useful life of existing facilities. The strategy emphasizes a data-informed, agile approach to planning, ensuring that academic and research needs are met while minimizing environmental and financial impacts. Complementing this effort, ISS will strengthen integrated, data-driven resource management by refining methodologies and delivering actionable recommendations that align space planning, capital investment, and long-term sustainable campus development.

Several initiatives will enhance the long-term stewardship of physical resources. Facility Services will redesign its financial systems and processes to simplify accounting, increase transparency, and highlight potential I&G funding deficits. Planning for Building Renewal and Repair will be revamped, with a prioritized five-year capital plan developed and integrated into the University's overall capital strategy to ensure timely execution of critical projects. The Project Manager's Procedure Manual will be updated to set clear expectations and strengthen accountability for project delivery.

Financial sustainability of the Real Estate property management portfolio will be strengthened through the development of five- and ten-year budget and planning tools, which integrate revenue and expense forecasts, capital improvement needs, HR and administrative costs, and cash flow projections. These tools will help mitigate risks associated with the Real Estate property management portfolio—particularly those driven by fluctuations in federal research funding, below-market rental rates, and rising operating expenses—by ensuring that long-term commitments are matched to reliable funding sources. They will also support deficit reduction efforts and provide leadership with a clearer view of potential financial pressures. In addition, the University will deploy new protocols for sustainability surcharge funds to ensure they are invested in projects that deliver broad institutional benefits and strengthen the resilience of campus operations.

ISS will enhance technology resource management by developing a full inventory of software used across ISS departments, including license tracking, identification of subject matter experts, training documentation, and other key information. Where possible, ISS will pursue enterprise-level solutions to consolidate software, reduce costs, and improve standardization.

Staff Council will contribute to efficient resource management by developing and rolling out a streamlined purchasing request form for committee chairs, using Smartsheet. Expected to launch in September 2025, this form will simplify funding requests, improve transparency, and enhance fiscal tracking for council-supported initiatives.

Human capital planning will also be prioritized by several ISS departments to focus on succession planning to prepare for upcoming retirements, safeguard institutional knowledge, and ensure operational continuity. Units include the Real Estate Department (RED), Campus Capital and Space Planning (CCSP), Facility Services (FS), Bookstore, Dining & Hospitality, Golf Courses, Office of Sustainability, and the ISS VP Office. Plans will emphasize staff development, leadership capacity building, and knowledge transfer to

maintain each department's ability to deliver high-quality service and maintain accurate data systems.

Additional priorities include the development of a new marketing strategy for splitting Broadway and Ovation series subscription campaigns while also incorporating 60th anniversary events and materials at Popejoy. The Bookstore Assessment will be implemented in collaboration with ISS Executive Leadership to optimize space and service offerings. Residential Experience will expand its "Keep Moving Forward" initiative, embedding lessons learned into sustainable best practices to evolve student services.

Together, these efforts create a solid foundation for UNM's long-term success by aligning operations, resources, and decision-making with institutional goals, improving efficiency, and enabling data-driven strategies that prepare the University to meet future needs and thrive for years to come.

iv. APPENDIX A

The following data sets and statistics demonstrate ISS's reach and impact across aspects of campus life, from academic affordability and sustainable dining practices to transportation efficiency, facility reliability, and staff engagement. Together, they reflect a year of progress focused on operational excellence, campus sustainability, and improved service delivery, all supporting UNM's mission and strategic priorities.

ISS recognizes that continued progress is needed and is actively identifying opportunities for improvement, strengthening partnerships, and advancing initiatives that further enhance the campus experience.

- ISS Marketing & Communications (MarComm)

  In addition to their communications and marketing work, the ISS MarComm team supported 35 events, internal and external to ISS, in FY25:

Event Type	Events	# of Events
Campus Celebrations	**Staff Council**: Green Chile Cookout **Sustainability**: Earth Month events, Sustainability Expo, Earth Day campus cleanup, Arbor Day campus cleanup, Bike to UNM **Parking & Transportation Services**: Twinkle Light Parade **Golf Courses**: Golfweek Best in State	8
Capital Project Celebrations	**Groundbreakings**: Center for Collaborative Arts & Technology, Duck Pond (planned in FY25) **Ribbon Cutting Support**: College of Nursing & Public Health Excellence **Other Communications**: Campus Blvd. Construction Project, UNM Police Department Headquarters	5
Customer Events	**Parking & Transportation Services**: Permit Sales Event, Annual Town Hall, License Plate Recognition Program **UNM Food**: Starlink & Grubhub Launch **Sustainability**: Sustainability Strategic Plan Town Halls **Residence Life & Student Housing**: Resident Move-In **Facilities Management Assessment**: Key Stakeholder Meetings	7
ISS Internal	**Facilities Management Assessment**: Initial Findings Presentation, All-FM Staff Meeting, Administrator Round Tables **ISS Vice President Office**: Retreat Presentations & Event Support, ISS & FM Car Show & Safety Month Event	5
State Engagements	**NM Higher Education Department**: Summer Hearing Presentation **NM Legislative Finance Committee**: Working Session	2
Recognition Events	**Parking & Transportation Services**: PATS Roadeo **Staff Council**: Gerald W. May Awards Ceremony, Staff Appreciation Breakfast, Outstanding Supervisor Award Ceremony **Sustainability**: STARS Silver **ISS**: End of Year Holiday Email Blast	6

- Real Estate Department (RED)

  RED managed a significant portfolio of leases and transactions:

- Oversaw 249 leases totaling approximately 1.48 million square feet, representing $12.28 million in annual lease payments.

UNM Leases	Sq Ft	Lease Payment Amount	
UNM as Landlord (includes RED)[1]	804,271	5,879,381	Rent Revenue
UNM as Tenant[2]	679,434	6,399,901	Rent Paid
Total	1,483,705	12,279,282	

- Closed nine real property transactions in FY25: eight acquisitions totaling $23.96 million and one disposition valued at $337,745.

Acquisitions	Appraised Value	Purchase Price	User
230-234 Ledoux St, Harwood, Taos - Donation	$2,357,000	N/A	Harwood Museum
National Guard Taos Armory - Donation	$2,380,000	N/A	UNM Taos
Newport I, II, III – 3 facilities consisting of 82,288 SF	$4,900,000	$4,900,000	UNM Health System
2220 University Vacant land Truman Clinic - Land	$1,267,424	$1,267,242	UNM Health System
Dona Ana Reproductive Healthcare Clinic - Land	$1,030,627	$1,303,627	UNM Health System
Motel 6 - 1000 Ave Cesar Chavez	$5,000,000	$5,000,000	UNM - Regents Endowment
Maui High Performance Computing Center	$9,165,000	$ 0	UNM - Regents Endowment
	$26,100,051	$12,470,869	
Dispositions			
Mt. Taylor	$337,745	$427,083	UNM - Donald Coughlan Memorial Endowment in Biology

1 The square footage for UNM as Landlord contains the total amount of square footage managed by RED, both leased and occupied.

2 The square footage occupied by UNM as Tenant increased by 3% from FY24. A significant contributing factor was the execution of the UNM Center for Development & Disability (CDD) lease agreement for 53,560 SF in 5338 Montgomery. This was one of the largest lease agreements executed in Albuquerque in FY25.

- Facility Services

  Facility Services delivered reliable operations and strong performance:

- 317 active capital projects are being managed by Facilities Design & Construction (FDC) across Albuquerque and Branch campuses.

Project Phase	# of Projects	%
Scoping	122	38%
Pending	10	3%
Estimate	2	1%
Planning	8	2%
Design	37	12%
Construction	61	19%
Closeout	52	16%
Ready to Close	25	8%

- Utility Services maintained 100% uptime for chilled water, steam, and electricity, with only one unplanned outage impacting domestic water (99% uptime).
- 10 of 17 service units ended the year with a positive balance, resulting in a positive overall financial outcome.

FS Service Units	FY25 Year-End Balance	FS Service Units	FY25 Year-End Balance
Engineering & Energy Services	$576,006	FM Custodial	($518,481)
Finance & Services	$367,589	Automotive	($168,718)
FM Area One	$329,608	FM Lock Shop	($138,141)
FM Grounds Landscaping	$152,444	FM Lock Shop ENAC	($80,562)
FM Recycling	$83,955	FM Area Four	($68,192)
FM Special Activities	$77,419	FM Elevator Maintenance	($31,899)
FM Area Three	$60,259	FM Elevator Repairs	($7,753)
FM Sign Shop	$45,379	**Total Negative Balances**	**($1,013,746**
Bulb Crushing (managed by Recycling)	$5,963		
Fuel	$4,856		
Total Positive Balances	**$1,703,478**		

- Custodial Services maintained 100% service coverage despite an average 10% vacancy rate, demonstrating resilience and dedication.
- The FS Customer Service Center processed over 57,000 work orders, a 3% decrease from FY24.

Fiscal Year	Work Order Total	Completion Work Order Total	Completion Rate	Average Response Time
2024-25	57,197	55,483	97%[3]	26.67 days[4]
2023-24	59,068	56,800	96%	22.37 days

3 Despite experiencing a high percentage of staffing vacancies throughout FY25, the team improved its completion rate by 1% compared to FY23-24, demonstrating strong commitment and operational resilience.

4 The increase in average response time (from 22.4 to 26.7 days) highlights the impact of staffing shortages and underscores the need for continued focus on recruitment and retention to maintain service responsiveness.

- Dining & Hospitality

  Dining & Hospitality demonstrated a significant impact on campus engagement and sustainability efforts. As this is Year 1 of our Aramark contract, aligning with AASHE standards, the following are setting benchmarks for future years:

  - 6,485 meal plans sold, reflecting strong participation in campus dining services. Over $800,000 in sustainable food and beverage purchases, aligning with UNM's sustainability commitments.
  - Approximately 19,000 containers were saved through the reusable container program, reducing campus waste.

  First Year of collaboration between RLSH and Dining & Hospitality, the following is setting the benchmark for future years:

  - 14,193 bed nights sold for summer conferences, highlighting the strength of UNM as a conference destination.
- LoboCard Office
  - 12,963 Lobo Cards were produced, supporting student, staff, and guests' access and security needs. While lower than previous years, this production is on par with the year-to-year average of ~13,000.
- Golf Courses
  - The UNM Championship Golf Course is rated the No. 2 course in New Mexico. The golf courses experienced a 10% increase in rounds played compared to the previous year, rising from 80,976 to 89,217 rounds. The availability of tuition remission for eligible UNM staff and faculty was a contributing factor to this increase, reinforcing the courses' role as both a recreational and employee engagement resource.

- Parking & Transportation Services

  UNM's Transportation Services runs the second largest transportation system in New Mexico. In FY25, the transportation team supported significant campus mobility:

  - 1,144,844 total passengers were served in Academic Year 24–25, an increase of 5% from Academic Year 23-24, including 1,073,550 staff and student riders and 71,294 special event riders.
  - Total ridership for FY24–25 was 1,137,730 passengers, reflecting steady, year-round use. Ridership continues to trend upward post-pandemic, driven by increasing student enrollment and greater reliance on commuter lots as proximity parking areas are repurposed for new construction. These counts are critical for determining staffing, fleet needs, and planning for future service capacity.
  - The total transportation cost for FY25 was $4,271,698, with a cost-per-rider of $3.75. This represents a slight decrease of 0.37% from FY24. The cost per rider is a new statistical measure for PATS.

- Staff Council

  Staff Council remained an active voice for UNM staff:

  - The Staff Council Newsletter consistently earned 3,000+ opens within 4 hours, reflecting strong staff engagement and interest in council activities.
  - The Summer 2025 Green Chile Cookout was particularly well attended, bringing staff together from across campuses for networking and appreciation, and helps strengthen the UNM community.

v. APPENDIX B

ISS Non-Cash Contributions to Campus: ISS supports the University and community with non-cash contributions, such as reduced rates, discounted or donated services, donated meals, or other resources that benefit academic programs, student life, university partnerships, or institutional initiatives. These contributions represent a commitment to supporting the University's mission beyond direct financial transactions and often help reduce costs for other units or improve the overall campus experience. In FY25, ISS non-cash contributions to support the University totaled $2.14 million.

- Real Estate Department (RED)

Provides goodwill and in-kind contributions to support UNM with below-market rental rates, FY25 rental subsidy of $844,613, and a total annual in-kind contribution of $1,414,684.

RED Non-Cash Contribution	Value
Total Annual Rent Subsidy	$844,613
UNM/Affiliates Rent Subsidy	$733,767
Government Partnership Annual Rent Subsidy	$110,845
Other In-Kind Contributions	$570,071
FY25 Total Non-Cash Contribution	**$1,414,684**

- Dining & Hospitality

  Provides goodwill and in-kind contributions to support New Student Orientation, Family and Welcome Back Days, and other campus events, as well as providing donations of meal plans, dining dollars, and meal swipes, for a total annual in-kind contribution of $71,278.

Dining & Hospitality Non-Cash Contribution	Value
Goodwill/In-Kind Catering	$49,613
Meal Plan Donations	$20,640
Meal Swipe Donations	$1,025
FY25 Total Non-Cash Contribution	**$71,278[5]**

5 FY25 marked Year 1 of our Aramark contract. While we had an annual budget of $75,000 with Chartwells, we have changed how we are using these funds with Aramark and allocating increased funding to support the needs of LoboRESPECT and mitigating food insecurity on campus.

- Popejoy Hall

  Provides goodwill and in-kind contributions of $204,900 to support UNM schools, colleges, and programs' use of the theater space for a reduced rate or no fee, which was a reduction of 14% from FY24, but slightly lower than the year-to-year average of ~$214,000.

Popejoy Hall Non-Cash Contribution	Value
UNM Groups	$101,000
UNM Affiliates/Renters	$103,900
FY25 Total Non-Cash Contribution	**$204,900**

- Parking & Transportation Services

  Provides goodwill and in-kind contributions of $359,199 to support UNM programs and affiliates' events by providing parking services for a reduced rate or no fee.

PATS Non-Cash Contribution	Value
Reserve Spaces	$280,108
Lot No Cite	$14,705
Other Services	$64,386
FY25 Total Non-Cash Contribution	$359,199

- Golf Courses

  Provided goodwill and in-kind contributions of $86,350 to support UNM programs and events by providing access to the courses and facilities for a reduced rate or no fee.

Golf Courses Non-Cash Contribution	Value
Health Sciences Center Units	$576
Administration Units	$216
Athletics Teams	$85,558
FY25 Total Non-Cash Contribution	$86,350

- Bookstore

  The Bookstore provided donations to campus events. In FY25, donations totaled $5,800 for gift cards, Bookstore bags, merchandise, and giveaways at Town Halls and Welcome Days.

POLICE DEPARTMENT

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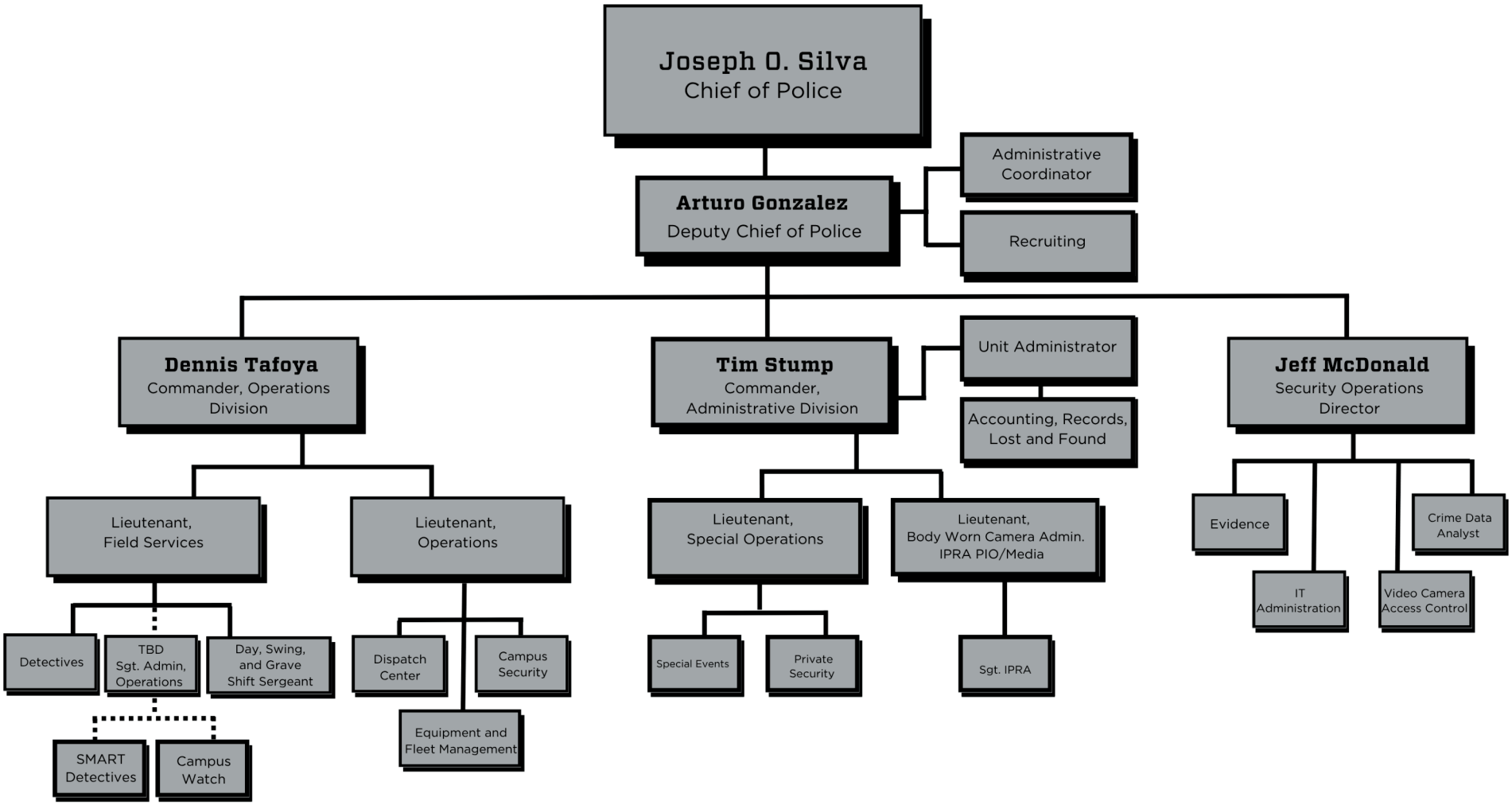
CHIEF OF POLICE

JOSEPH SILVA

FY25 ORGANIZATIONAL CHART

POLICE DEPARTMENT



MISSION AND VISION

Mission

Our mission is to deliver exceptional police services to the University of New Mexico community, grounded in the preservation of human rights and the protection of people and property. We prioritize proactive strategies to reduce the need for reactive interventions, fostering safety through prevention and preparedness. We are committed to building positive relationships with external agencies and cultivating a strong, cooperative bond with our diverse community—guided by mutual respect, inclusivity, and a shared pursuit of understanding.

Vision

To create a campus environment where safety, trust, and respect thrive—driven by the highest standards of ethics, performance, and personal commitment. We envision a community where students, faculty, and staff can learn, work, and grow together in a space that is secure, inclusive, and empowering.

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i. EXECUTIVE SUMMARY

The University of New Mexico Police Department (UNMPD) had a revised operating budget of $8,353,864 for FY24-25. Actual labor expenses accounted for 83.6% of the total revised budget for UNMPD. Actual labor expenditures during FY24-25 accounted for 92.2% of actual total expenditures. Overtime expended in FY24-25 was $320,048. Material budget adjustments during the year included $583,823 in allocations, primarily as a result of $344,101 in one-time funds to implement the Body worn camera initiative and recurring funding in the amount of $239,722 for salary and fringe costs associated with final police union compensation negotiations.

The police department experienced notable successes in FY24-25 while also navigating significant challenges. These accomplishments were made possible by UNMPD's greatest strength, its people. Key achievements include the successful implementation of the Body-Worn Camera (BWC) system, expansion of access control systems across campus, and the hiring of both a Campus Watch Coordinator and a Data Analyst to support safety and data-driven policing efforts.

UNMPD strengthened its partnerships with local, state, and regional law enforcement agencies, including ongoing collaboration with the Albuquerque Police Department (APD) on targeted tactical operations. These efforts led to multiple felony and misdemeanor arrests, cleared warrants, and the disruption of criminal activity near campus. UNMPD also became the first university police department in New Mexico approved to participate in the Intelligence-Led Policing project with the Department of Public Safety, further enhancing our role in statewide crime prevention efforts.

Community engagement also grew significantly through the Campus Watch program, monthly safety meetings, a forthcoming newsletter, and the creation of a dedicated web presence. Despite some delays in technology deployment and staffing challenges, UNMPD continues to implement innovative strategies and foster strong partnerships, working together with our community to ensure a safer, more secure environment for all.

All the efforts instituted this past fiscal year provide a means to better respond to the safety and security concerns of the campus. The department responded to 21,499 calls for service, which is approximately an 18% decrease from the last fiscal year. The department also received letters of appreciation and emails recognizing individual officers, dispatchers, and staff, for their efforts in response to calls for service, participation in Safety Talks, and RA training. One formal citizen complaint was received by UNMPD during FY24-25.

ii. SIGNIFICANT ACCOMPLISHMENTS

- Body-Worn Cameras (BWC)
    - A major highlight this year was the successful implementation of the BWC system, which supports investigations, enhances training, and promotes transparency. BWCs provide clear video evidence that improves the accuracy of investigations, especially in complaints or public interactions. They also serve as valuable training tools, allowing officers to review their actions and receive data-driven performance feedback from supervisors.
    - In a university setting, BWCs foster greater accountability, building trust between campus police and the community. They act as a deterrent to misconduct by both officers and individuals, encouraging respectful behavior. Additionally, BWC footage has been shown to reduce complaints and use-of-force incidents, aligning with the department's goals of safety and community trust.
- Technology
    - Alongside the major technological advancement of the implementation of the Body-Worn Camera system, UNMPD also expanded access control systems across campus.
    - Our video security camera system has continued to grow in areas where camera coverage needs to be improved.
    - Access control on campus buildings has improved. Our access control system has been installed in nine new buildings at a cost of over $400,000.
    - Our crime analyst has developed many dashboards for the command staff to help identify criminal behavior, especially when it comes to bicycle thefts and auto burglaries. She works closely with our Campus Watch Coordinator, meeting weekly to discuss trends and areas on campus to increase patrols.
- Community Engagement
    - UNMPD significantly advanced its community engagement efforts in FY24-25, embracing core principles of community policing such as collaboration, transparency, and proactive problem-solving. Central to this effort was the revitalization and expansion of the Campus Watch Program, which now includes 26 Zone Captains and a newly hired Campus Watch Coordinator.

Throughout the year, UNMPD hosted numerous Campus Watch Introduction and Safety meetings across various departments and buildings, fostering personal connections between officers and the campus community. These meetings served as open forums where staff, faculty, and students could voice concerns, learn about crime trends, and better understand available safety tools, including the Rave Guardian (LoboGuardian) app. The consistent communication and trust-building efforts resulted in increased community participation and feedback, helping the department better tailor its policing strategies to the unique needs of each area of campus.

In alignment with the tenets of community policing, UNMPD also prioritized partnerships and transparent communication to address shared safety concerns. Officers participated in neighborhood meetings, public safety forums, and joint initiatives with campus and city stakeholders, including the Nob Hill–University Public Safety ECHO and the Spruce Park Neighborhood Association. The department also began publishing a monthly police activity report and initiated development of a UNMPD newsletter to keep the campus community informed, engaged, and empowered. These outreach efforts have positioned UNMPD as a trusted resource and collaborative partner; committed not only to enforcement, but also to education, prevention, and long-term problem-solving. Through these sustained engagements, UNMPD continues to build meaningful relationships that contribute to a safer, more cohesive university environment.

Security Operations conducted three Crime Prevention Through Environmental Design (CPTED) assessments on campus last year. They were the Integrity building, Simpson Hall and Travelstead Hall.

- Staffing
    - UNMPD made several staffing advances in FY24-25, most notably hiring the department's first crime analyst. Her timely analysis of campus activity has already proven valuable to officers, improving situational awareness, and supporting data-driven patrol strategies. Despite these gains, one of the most persistent challenges continues to be recruitment and retention of both police officers and dispatchers. This issue is not unique to UNMPD. Law enforcement agencies across the country are facing similar staffing shortages, driven by heightened competition, rising attrition rates, and evolving public

expectations. Locally, surrounding agencies have offered more competitive compensation and benefits, further impacting UNMPD's ability to attract and retain talent.

Nevertheless, UNMPD made meaningful progress this past year, hiring six (6) police officers, two (2) police recruits, one (1) dispatcher, and two (2) security guards. Additionally, the department received approval to hire a lieutenant to oversee the new AXON Body-Worn Camera platform, strengthening leadership in critical technology operations and responses to the New Mexico Inspection of Public Records Act (IPRAs). While funding was not secured for a proposed Campus Service Aide (CSA) program, a hybrid role designed to support non-emergency functions and provide a potential recruitment pipeline for future officers, UNMPD plans to resubmit the proposal in the upcoming budget cycle. The department was successful in securing funding for two new administrative aide positions to support Clery Act compliance and assist with human resources, training, and reporting requirements to the New Mexico Department of Public Safety. These additions reflect a broader strategy to increase operational efficiency, improve officer support, and strengthen compliance in the face of ongoing staffing headwinds.

- Training
    - UNMPD made significant strides in enhancing its training infrastructure during FY24-25, aligning with national best practices in law enforcement development and accountability. A key advancement was the addition of a new administrative aide position dedicated to managing the department's hiring and training programs. This role was created specifically to oversee the administration, tracking, and reporting of all officer training activities, ensuring compliance with state mandates and internal policy requirements. The position also supports the department's broader administrative needs related to human resources and coordination with the New Mexico Department of Public Safety, streamlining processes that were previously decentralized and labor-intensive. With this new position in place, UNMPD is now better equipped to maintain accurate training records, proactively schedule mandatory certifications, and ensure that officers are up to date with evolving policing standards and legal requirements.

      In parallel with administrative improvements, UNMPD also focused on enhancing the quality and realism of its officer

training. This year saw the development and implementation of scenario-based training modules as a final evaluative component for officers completing the Field Training Officer (FTO) program. These practical simulations replicate real-life calls for service—including traffic stops, mental health crises, suspicious person investigations, and other high-stress situations and are designed to assess an officer's readiness for solo patrol duties. The approach reflects a national shift toward experiential learning and critical thinking over rote memorization. Evaluators observe how new officers apply department policies, use communication and de-escalation techniques, and make split-second decisions in controlled but realistic environments. This method ensures that graduates of the FTO program are not only technically proficient but also mentally and emotionally prepared for the complexities of modern campus policing. The integration of this type of evaluative training underscores UNMPD's commitment to professional excellence, officer preparedness, and public safety. Additionally, officers attended specialized training in Forensic Experimental Trauma Interview training.

iii. FUTURE PLANS

- Seamless Transition to the New Police Facility
    - UNMPD is preparing for its move into a new, purpose-built police station. This transition will enhance operational efficiency, improve officer working conditions, and provide a more accessible and professional environment for community engagement. Planning efforts will focus on minimizing service disruption during the move and ensuring the facility supports modern policing needs, including technology integration, training spaces, and community-accessible areas.
- Reintroduction and Funding of the Campus Service Aide (CSA) Program
    - UNMPD will resubmit its proposal for the CSA program, a hybrid support role aimed at relieving officers of non-critical duties such as traffic control, building checks, and minor incident reports. The CSA program is also envisioned as a long-term recruitment pipeline, providing future officers with early exposure to police operations while meeting immediate operational needs.
- Technology
    - Our crime analyst is working with Information Technologies (IT),

Environmental Health and Safety (EHS), and other UNM departments to develop an app that will assist first responders with things they need to know about UNM. The app will be secure and can be made available to those first responders that need access.

- In discussions with the State of New Mexico for implementation of the data sharing and analytical Software, Peregrine.
- Currently evaluating the use of License Plate Reader (LPR) technology that will work with the current PATS automated ticketing system.
- Evaluating AI-based weapons detection systems that will integrate with our existing video security systems.
- In line with current law enforcement best practices, UNMPD is transitioning to a standardized weapons platform.

- Community Engagement:
  - A proposal was submitted to hire a lieutenant charged with assisting with various administrative functions for the departments to include IPRA obligations and mandates.
  - Reintroduction of the Campus Safety Aide (CSA) Program: UNMPD plans to develop a public safety program that targets those interested in exploring a career in public safety. The program will provide participants with training and work experience to prepare for campus safety aides. CSAs will be unarmed police employees who will assist with traffic control, incident informational reporting, and other low priority duties, which will free up police officers for other higher priority duties. This program can also provide a pathway for public safety and assist the department in their recruiting efforts.

- Increase Administrative Staffing
  - The police department currently manages a wide range of administrative duties that are time-consuming and often an inefficient use of sworn officers' time. To improve operational efficiency, the addition of a Sergeant position is recommended to oversee the Sexual Misconduct and Assault Response Team (SMART) Detectives, the Campus Watch Initiative, and the re-establishment of the bike patrol program.

    Most police departments utilize civilian staff to handle administrative responsibilities, which allows sworn personnel to focus on core law enforcement functions. Expanding

administrative support would enhance the department's overall effectiveness and service delivery.

Key administrative duties would include, but are not limited to:

- Maintaining and tracking internal documents related to recruitment, selection, and training.
- Assisting with departmental planning and coordination of programs, presentations, special events, and project development.
- Supporting community outreach efforts, including safety training talks and public safety presentations.
- Preparing crime analysis reports and performing other administrative tasks as needed.

- Training:
  - Security Operations Director is completing the required refresher training to stay current with CPTED principals. He is also working on completing training to become a Physical Security Professional (PSP) based on the American Society for Industrial Security certification.
  - UNMPD along with the Office of Compliance, Ethics and Equal Opportunity (CEEO) will conduct a partnered Forensic Experimental Trauma Interview training scheduled for February 2026.

POLICY OFFICE

POLICY.UNM.EDU

POLICY OFFICER

SIDNEY MASON-COON

FY25 ORGANIZATIONAL CHART

POLICY OFFICE

MISSION AND VISION

Mission

The University of New Mexico Policy Office oversees the development, revision, and issuance of the Regents' Policy Manual and the University Administrative Policy and Procedures Manual, while serving as the official repository for historical and current versions of the policies.

Vision

The University of New Mexico Policy Office strives to cultivate a collaborative and inclusive environment to create policies that are the foundation for mitigating risk, enhancing efficiency, promoting compliance with laws and regulations, and supporting the wellbeing of the University community.

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i. EXECUTIVE SUMMARY

The UNM Policy Office is an institution-wide department reporting to the Executive Vice President for Finance and Administration (EVPFA), overseeing the development, revision, and issuance of policies in the Regents' Policy Manual (RPM) and the University Administrative Policies and Procedures Manual (UAPPM). The Policy Office serves as the official repository for current and historical versions of the policies.

In Fiscal Year 2024-2025, the Policy Office facilitated approval for two new policies, major revisions to twenty-two policies in the UAPPM, and twelve policies in the PRM. Minor or correctional updates were published to fifty-two policies between the two manuals.

In addition to the list of substantive policy revisions in Section ii of this report, many University Administrative Policy (UAP) draft recommendations were under committee or taskforce review and discussion during Fiscal Year 2024-2025. A small sampling of these include policies governing Title IX, discrimination, pregnancy, Clery Act compliance, small- and non-motorized vehicles and pedestrian safety, and social media.

The Policy Office's Fiscal Year 2024-2025 Instruction and General (I&G) Original Base Budget Allocation was $262,807. The Policy Office has a lean administrative budget, with the majority of expenses allocated for personnel costs. The remaining expenses are comprised of general administrative costs such as shared copier rental, office supplies and equipment, website maintenance, professional development, and software subscriptions to host the RPM and UAPPM.

ii. SIGNIFICANT ACCOMPLISHMENTS

The Policy Office had several notable accomplishments in Fiscal Year 2024-2025.

Commitment to process improvement and a clear focus on UNM 2040 Opportunity Defined were the priorities for the year, with the following goals and projects:

- Goal Three: *Inclusive Excellence*.
    - Phase Two of the university-wide Policy Equity and Inclusion Lens Taskforce (PEIL) was completed with its full charge having been achieved. The PEIL Taskforce Phase Two work of conducting a final review of all existing UAPs for equity, inclusion, and the possibility of disparate impact on our community was completed in May 2025, where policy recommendations were presented to UNM leadership.

- To promote access and instill consistency, the Policy Office published policy tools and guides to assist with proposing new and revised policies. The new tools and guides are incorporated into a Toolkit of five documents, including a UAP template, policy development and review guiding principles, policy writing style guide, policy review checklist, and an updated process flowchart.

- Goal Five: *One University*.
  - The Policy Office sought to improve inclusivity and access through the functional enhancement of the RPM and UAPPM by procuring and implementing a new policy management software system, PolicyStat, to house and maintain the policy manuals. A soft-go-live of PolicyStat was realized in May 2025, with a crosswalk released for UNM departments to use in updating links with the new policy URLs for department-specific documents and guidelines. The official PolicyStat go-live is planned for August 1, 2025.
  - In support of cultivating the *One University* philosophy, the Policy Office formalized the practice of assigning one policy/process owner per UAP with revisions to update each affected policy to only one owner. This has proven beneficial for expediency when revisions are required, and for consistency in overall policy interpretation on a day-to-day basis.

Working with university-wide core offices and constituents, the Policy Office issued several substantial and minor updates or corrections to policies in the UAPPM and RPM.

- Substantially Revised Policies in RPM:
  - RPM 2.1: Free Expression and Advocacy – 12.19.24
  - RPM 2.2: Speakers From Off Campus – 12.19.24
  - RPM 2.3: Equal Opportunity, Affirmative Action, Anti-Discrimination, Anti-Harassment, and Anti-Retaliation – 04.15.25
  - RPM 2.8: Visitors to the University – 12.19.24
  - RPM 2.10: Architectural Style of Campus Buildings and Campus Plan – 08.22.24
  - RPM 2.10.1: Historic Preservation – 08.22.24
  - RPM 2.16: Legal Services to the University – 10.17.24
  - RPM 6.2: Hiring, Promotion and Transfer – 04.15.25
  - RPM 7.3: Audit and Compliance Committee – 12.29.24

    - RPM 7.4: Purchasing – 12.19.24
    - RPM 7.7: Travel and Per Diem – 02.20.25
    - RPM 8.1: Special Use of University Facilities – 12.29.24
- New Policies in the UAPPM:
    - UAP 2190: Foreign Gifts and Contracts – 06.02.25
    - UAP 2760: Pregnancy and Related Conditions (Interim) – 08.01.24
- Substantially Revised Policies in the UAPPM:
    - UAP 2140: Use and Possession of Alcohol on University Property – 07.03.24
    - UAP 2205: Minors on Campus – 06.27.25
    - UAP 2230: Major Events – 04.24.25
    - UAP 2550: Information Security – 07.03.24
    - UAP 2720: Equal Opportunity & Prohibited Discrimination & Related Misconduct (Interim) – 04.25.25
    - UAP 2720: Equal Opportunity & Prohibited Discrimination & Related Misconduct (Interim) – 08.01.24
    - UAP 2740: Sex-Based Discrimination Including Sexual Misconduct (Interim) – 08.01.24
    - UAP 2740: Sex-Based Discrimination Including Sexual Misconduct (Interim) – 04.25.25
    - UAP 2745: Clery Act Compliance – 07.03.24
    - UAP 3210: Recruitment and Hiring – 07.03.24
    - UAP 3210: Recruitment and Hiring – 04.25.25
    - UAP 3220: Ombuds Services – 07.03.24
    - UAP 3260: Career Development – 07.03.24
    - UAP 3745: Service Awards and Recognition – 07.03.24
    - UAP 4000: Allowable and Unallowable Expenditures – 07.03.24
    - UAP 4030: Travel Expenses and Per Diem – 06.27.25
    - UAP 4040: Employee Recruitment Expenses – 07.03.24
    - UAP 5050: Facility Maintenance, Repair, and Alteration – 04.04.25
    - UAP 6110: Environmental Health & Safety – 07.03.24
    - UAP 6130: Emergency Control – 03.12.25

- UAP 7200: Cash Management – 03.12.25
- UAP 7710: Property Management and Control – 06.27.25

- Fifty-two policies within RPM and UAPPM were updated or corrected for departmental or other unit names, position titles, errors, URL links, or references.

In a continued effort to update UAP 2260: Non-Motorized and Small Motorized Vehicles, the Policy Office co-chaired the university-wide Pedestrian and Micro-Mobility Safety Taskforce, along with Parking and Transportation Services (PATS), and the UNM Police Department (UNMPD). Over the span of the year, the focus of the Taskforce appropriately shifted from gathering information around pedestrian and micro-mobility concerns on campus, to a strategized approach to resolving areas of conflict between the two. Using funding provided by the UNM President to hire a consulting firm for evaluation and advisement on the pedestrian and micro-mobility safety needs and concerns, an official Safe Mobility Action Plan for the University of New Mexico was approved by leadership.

In an effort to keep current policies up to date, the Policy Office facilitated initial stages of a comprehensive review of the RPM through a phased approach of review and revision by individually identified "Administrative Owners" for each regental policy. Many of the suggested updates were realized in Fiscal Year 2024-2025 with approved revisions to several RPM.

iii. FUTURE PLANS

The Policy Office has several large-scale projects planned for Fiscal Year 2025-2026.

- The formal roll out of PolicyStat and an upgraded version of the Policy Office website will be introduced to the UNM community in August 2025.
- A university-wide taskforce will be established to draft and propose an overarching anti-hazing policy that will apply to all of UNM and housed in the UAPPM.
- UAP 2250: Transition to a Smoking- and Tobacco-Free Campus will be updated to remove all references indicating that UNM is still in transition toward this status. To support this update, the original 2016 Smoking- and Tobacco-Free Policy Taskforce will be reconvened to reassess the campus's status. At a minimum, the current policy will be revised to remove all language referencing that UNM is "transitioning".
- Current interim Title IX and pregnancy-related policies in the UAPPM will be reviewed, revised, and circulated for a full 30-day campus

comment period, removing the interim status, and codifying official Title IX policies at UNM.

- A taskforce will be established to review and proposed alignment within UAP policies regarding campus closures. A new overarching policy will be created guiding the community on basic principles and linking to other policies in the UAPPM for what to do when there is a closure at the University.
- Several major revisions and new policies are currently underway, including policies on social media, digital accessibility, non-motorized and micro-mobility devices, development and approval of administrative policies, minors on campus, and conflict of interest and commitment.

OFFICE OF THE
EXECUTIVE VICE PRESIDENT FOR
FINANCE & ADMINISTRATION